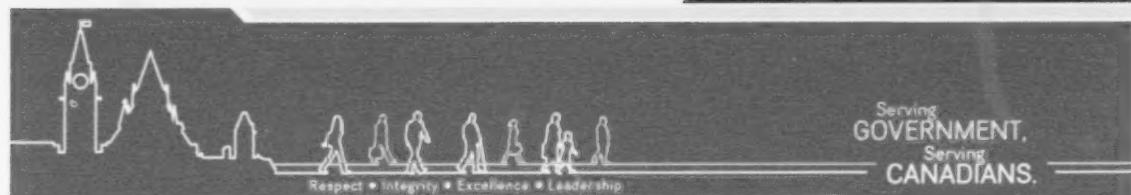




Public Works and
Government Services
Canada

Travaux publics et
Services gouvernementaux
Canada

Canada



2014-15

REPORT ON PLANS AND PRIORITIES



Diane Finley, PC, MP
Minister of Public Works and Government Services

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2014-15 Estimates

PART III – Departmental Expenditure Plans: Reports on Plans and Priorities

Purpose

Reports on Plans and Priorities (RPP) are individual expenditure plans for each department and agency. These reports provide increased levels of detail over a three-year period on an organization's main priorities by strategic outcome, program and planned/expected results, including links to related resource requirements presented in the Main Estimates. In conjunction with the Main Estimates, Reports on Plans and Priorities serve to inform members of Parliament on planned expenditures of departments and agencies, and support Parliament's consideration of supply bills. The RPPs are typically tabled soon after the Main Estimates by the President of the Treasury Board.

Estimates Documents

The Estimates are comprised of three parts:

Part I – Government Expenditure Plan – provides an overview of the Government's requirements and changes in estimated expenditures from previous fiscal years.

Part II – Main Estimates – supports the appropriation acts with detailed information on the estimated spending and authorities being sought by each federal organization requesting appropriations.

In accordance with Standing Orders of the House of Commons, Parts I and II must be tabled on or before March 1.

Part III – Departmental Expenditure Plans – consists of two components:

- Report on Plans and Priorities (RPP)
- Departmental Performance Report (DPR)

DPRs are individual department and agency accounts of results achieved against planned performance expectations as set out in respective RPPs.

The DPRs for the most recently completed fiscal year are tabled in the fall by the President of the Treasury Board.

Supplementary Estimates support Appropriation Acts presented later in the fiscal year. Supplementary Estimates present information on spending requirements that were either not sufficiently developed in time for inclusion in the Main Estimates or have subsequently been refined to account for developments in particular programs and services. Supplementary Estimates also provide information on changes to expenditure forecasts of major statutory items as well as on such items as: transfers of funds between votes; debt deletion; loan guarantees; and new or increased grants.

For more information on the Estimates, please consult the [Treasury Board Secretariat website](#).¹

Links to the Estimates

As shown above, RPPs make up part of the Part III of the Estimates documents. Whereas Part II emphasizes the financial aspect of the Estimates, Part III focuses on financial and non-financial performance information, both from a planning and priorities standpoint (RPP), and an achievements and results perspective (DPR).

The Management Resources and Results Structure (MRRS) establishes a structure for display of financial information in the Estimates and reporting to Parliament via RPPs and DPRs. When displaying planned spending, RPPs rely on the Estimates as a basic source of financial information.

Main Estimates expenditure figures are based on the Annual Reference Level Update which is prepared in the fall. In comparison, planned spending found in RPPs includes the Estimates as well as any other amounts that have been approved through a Treasury Board submission up to February 1st (See Definitions section). This readjusting of the financial figures allows for a more up-to-date portrait of planned spending by program.

Changes to the presentation of the Report on Plans and Priorities

Several changes have been made to the presentation of the RPP partially to respond to a number of requests – from the House of Commons Standing Committees on Public Accounts (PAC – Report 15ⁱⁱ), in 2010; and on Government and Operations Estimates (OGGO – Report 7ⁱⁱⁱ), in 2012 – to provide more detailed financial and non-financial performance information about programs within RPPs and DPRs, thus improving the ease of their study to support appropriations approval.

- In Section II, financial, human resources and performance information is now presented at the Program and Sub-program levels for more granularity.
- The report's general format and terminology have been reviewed for clarity and consistency purposes.
- Other efforts aimed at making the report more intuitive and focused on Estimates information were made to strengthen alignment with the Main Estimates.

How to read this document

RPPs are divided into four sections:

Section I: Organizational Expenditure Overview

This Organizational Expenditure Overview allows the reader to get a general glance at the organization. It provides a description of the organization's purpose, as well as basic financial and human resources information. This section opens with the new Organizational Profile, which displays general information about the department, including the names of the minister and the deputy head, the ministerial portfolio, the year the department was established, and the main legislative authorities. This subsection is followed by a new subsection entitled Organizational Context, which includes the *Raison d'être*, the Responsibilities, the Strategic Outcomes and Program Alignment Architecture, the Organizational Priorities and the Risk Analysis. This section ends with the Planned Expenditures, the Alignment to Government of Canada Outcomes, the Estimates by Votes and the Contribution to the Federal Sustainable Development Strategy.

It should be noted that this section does not display any non-financial performance information related to programs (please see Section II).

Section II: Analysis of Program(s) by Strategic Outcome(s)

This Section provides detailed financial and non-financial performance information for strategic outcomes, programs and sub-programs. This section allows the reader to learn more about programs by reading their respective description and narrative entitled “Planning Highlights”. This narrative speaks to key services or initiatives which support the plans and priorities presented in Section I; it also describes how performance information supports the department’s strategic outcome or parent program.

Section III: Supplementary Information

This section provides supporting information related to departmental plans and priorities. In this section, the reader will find future-oriented statement of operations and a link to supplementary information tables regarding transfer payments, as well as information related to the greening government operations, internal audits and evaluations, horizontal initiatives, user fees, major crown and transformational projects, and up-front multi-year funding, where applicable to individual organizations. The reader will also find a link to the *Tax Expenditures and Evaluations*, produced annually by the Minister of Finance, which provides estimates and projections of the revenue impacts of federal tax measures designed to support the economic and social priorities of the Government of Canada.

Section IV: Organizational Contact Information

In this last section, the reader will have access to organizational contact information.

Definitions

Appropriation

Any authority of Parliament to pay money out of the Consolidated Revenue Fund.

Budgetary Vs. Non-budgetary Expenditures

Budgetary expenditures – operating and capital expenditures; transfer payments to other levels of government, organizations or individuals; and payments to crown corporations.

Non-budgetary expenditures – net outlays and receipts related to loans, investments and advances, which change the composition of the financial assets of the Government of Canada.

Expected Result

An outcome that a program is designed to achieve.

Full-Time Equivalent (FTE)

A measure of the extent to which an employee represents a full person-year charge against a departmental budget. FTEs are calculated as a ratio of assigned hours of work to scheduled hours of work. Scheduled hours of work are set out in collective agreements.

Government of Canada Outcomes

A set of high-level objectives defined for the government as a whole.

Management Resources and Results Structure (MRRS)

A common approach and structure to the collection, management and reporting of financial and non-financial performance information.

An MRRS provides detailed information on all departmental programs (e.g.: program costs, program expected results and their associated targets, how they align to the government's priorities and intended outcomes, etc.) and establishes the same structure for both internal decision making and external accountability.

Planned Spending

For the purpose of the RPP, planned spending refers to those amounts for which a Treasury Board (TB) submission approval has been received by no later than February 1, 2014. This cut-off date differs from the Main Estimates process. Therefore, planned spending may include amounts incremental to planned expenditure levels presented in the 2014-15 Main Estimates.

Program

A group of related resource inputs and activities that are managed to meet specific needs and to achieve intended results, and that are treated as a budgetary unit.

Program Alignment Architecture

A structured inventory of a department's programs, where programs are arranged in a hierarchical manner to depict the logical relationship between each program and the Strategic Outcome(s) to which they contribute.

Spending Areas

Government of Canada categories of expenditures. There are four spending areas^{iv} (social affairs, economic affairs, international affairs and government affairs) each comprised of three to five Government of Canada outcomes.

Strategic Outcome

A long-term and enduring benefit to Canadians that is linked to the department's mandate, vision, and core functions.

Sunset Program

A time-limited program that does not have on-going funding or policy authority. When the program is set to expire, a decision must be made as to whether to continue the program. (In the case of a renewal, the decision specifies the scope, funding level and duration).

Whole-of-Government Framework

A map of the financial and non-financial contributions of federal organizations receiving appropriations that aligns their Programs to a set of high level outcome areas defined for the government as a whole.

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Alexandra Bridge photo credit: Steve Slaby

Minister's Message

I am pleased to present Public Works and Government Services Canada's (PWGSC) *Report on Plans and Priorities* for the 2014-15 fiscal year.

Job creation, economic growth and long-term prosperity for all Canadians—those are our Government's top priorities. At PWGSC, we continue to deliver on these priorities by implementing several initiatives that foster innovation, achieve cost savings for Canadian taxpayers and reduce red tape, especially for Canada's small and medium businesses.

In the year ahead, a main focus for PWGSC will be to implement Canada's new Defence Procurement Strategy to deliver the right equipment to the Canadian Armed Forces and the Canadian Coast Guard in a timely manner, while better leveraging our purchases of defence equipment to create jobs and economic growth.

We will continue to offer the Build in Canada Innovation Program, which is now a permanent program with an added military procurement component, to help kick-start Canadian businesses by getting home-grown innovations from the lab to the marketplace. We are giving entrepreneurs more opportunities to grow, sell and export while creating jobs for Canadian workers.

We will also continue to deliver on the Government of Canada's commitment to rehabilitate the Parliamentary Precinct, on

time and on budget. This work will help preserve our heritage buildings and will provide employment opportunities to skilled tradespeople.

Safeguarding the integrity of our procurement activities remains a priority. PWGSC has already put measures in place to take action against suppliers convicted of criminal offences. We will continue to strengthen our Integrity Framework, improve due diligence and make certain that we only do business with suppliers that respect the law.

We are striving to make government more effective, transparent, modern and accountable to Canadians. Although there is always opportunity to improve, I am confident that the initiatives described in this report will make an important contribution to the sound management of the resources entrusted to us, and will ensure the best value and results for Canadian taxpayers.



Diane Finley, PC, MP
Minister of Public Works and Government Services



Section I: Organizational Expenditure Overview

Organizational Profile

Minister: Diane Finley

Deputy Head: Michelle d'Auray

Ministerial portfolio: Public Works and Government Services Canada

Year established: 1841

Main legislative authorities: The *Department of Public Works and Government Services Act (DPWGS Act)* establishes the Department of Public Works and Government Services.

The Minister of PWGS has responsibilities under 19 other Acts. The most important ones are:

- *Shared Services Canada Act*
- *Expropriation Act*
- *Defence Production Act*
- *Seized Property Management Act*
- *Surplus Crown Assets Act*
- *Financial Administration Act*

Organizational Context

Raison d'être

Public Works and Government Services Canada (PWGSC) plays an important role in the daily operations of the Government of Canada as a key provider of services for federal departments and agencies. It supports them in the achievement of their mandated objectives as their central purchasing agent, linguistic authority, real property manager, treasurer, accountant, integrity adviser, and pay and pension administrator. The department's vision is to excel in government operations, and our strategic outcome and mission is to deliver high-quality, central programs and services that ensure sound stewardship on behalf of Canadians and meet the program needs of federal institutions.

Responsibilities

The Department, founded in 1841, was instrumental in the building of our nation's canals, roads and bridges, the Houses of Parliament, post offices and federal buildings across the country.

Today, we have evolved into a sophisticated operational arm of government that employs approximately 12,100 people working in locations across Canada and headquartered in the National Capital Area.

The *Department of Public Works and Government Services Act*, passed in 1996, established the Department and set out the legal authorities for PWGSC's services. The *Act* established PWGSC as a common service organization providing government departments, boards and agencies with support services for their programs that today include:

- Procurement;
- Office accommodation and facilities;
- Architectural and engineering services;
- Construction, maintenance and repair of public works and federal real property;
- Pay and pension services;
- Receiver General, treasury of Canada and accounts administration;
- Linguistic services;
- Industrial security screening; and
- Specialized programs, government-wide applications and greening of government operations.

Our goal is to manage our business in a way that demonstrates integrity, accountability, transparency, and adds value for our client departments and for Canadians. In doing so, PWGSC:

- Injects more than \$14 billion annually into the Canadian economy through government procurement for 140 federal departments and agencies; and processes around 50,000 contracts/amendments annually with 39% of all business volume (excluding military procurement) going to Canadian small and medium enterprises (SMEs);
- Handles over \$2.2 trillion in cash flow transactions through the Receiver General function as treasurer;
- Issues more than 14 million federal pay and pension payments;

- Provides accommodation to parliamentarians and more than 272,200 public servants in 7,349,029 m² in 1,733 locations across Canada;
- Manages a Crown-owned property portfolio with a market value of \$7.3B, including 19 engineering assets such as bridges and dams;
- Makes annual rental payments of \$1.207B on 1,871 lease contracts across Canada;
- Manages 27% of the federal real property inventory^v based on total floor area, second only to National Defence;
- Provides \$515M in payments in lieu of taxes to 1,246 taxing authorities on behalf of the Government of Canada;
- Provides translation and interpretation services, annually, for more than 1,700 parliamentary sittings and parliamentary committee meetings, and manages translation for more than one million pages of text on behalf of other federal organizations; and
- Images and digitizes more than 23 million pages, annually, for federal government departments and agencies.

The portfolio of the Minister of PWGS includes two Crown Corporations: Canada Lands Company Limited and Defence Construction Canada. It also includes Shared Services Canada, which reports separately. The Office of the Procurement Ombudsman (OPO) also reports to the Minister and operates independently. Details of their operations are provided in separate annual reports that are tabled in Parliament by the Minister.

Strategic Outcome and Program Alignment Architecture

PWGSC's Program Alignment Architecture (PAA), as approved by the Treasury Board, supports our strategic outcome:

To deliver high-quality, central programs and services that ensure sound stewardship on behalf of Canadians and meet the program needs of federal institutions.

The following table lists the programs that comprise PWGSC's PAA.

PWGSC Program Alignment Architecture

Program	Sub-Program
1.1 Acquisitions 	1.1.1 General Procurement Services 1.1.2 Customized Procurement Services 1.1.3 Acquisition Stewardship <ul style="list-style-type: none"> • 1.1.3.1 Acquisition Policy and Strategic Management • 1.1.3.2 Client and Supplier Engagement 1.1.4 Acquisition Support and Innovation <ul style="list-style-type: none"> • 1.1.4.1 Canadian Innovation Commercialization Program* • 1.1.4.2 Asset Disposal • 1.1.4.3 Standards Development and Certification
1.2 Accommodation and Real Property Services 	1.2.1 Federal Accommodation 1.2.2 Federal Holdings 1.2.3 Real Property Services 1.2.4 Payments in Lieu of Taxes 1.2.5 Parliamentary Precinct 1.2.6 Sydney Tar Ponds and Coke Ovens Remediation Project
1.3 Receiver General for Canada 	1.3.1 Stewardship of Consolidated Revenue Fund and Accounts of Canada 1.3.2 Receiver General Services
1.4 Integrity Programs and Services	1.4.1 Contract Security 1.4.2 Controlled Goods 1.4.3 Forensic Accounting Services 1.4.4 Operational Integrity Services
1.5 Federal Pay and Pension Administration	1.5.1 Pay 1.5.2 Pension
1.6 Linguistic Management and Services	1.6.1 Terminology Standardization Program 1.6.2 Translation and Other Linguistic Services 1.6.3 Translation and Interpretation to Parliament 1.6.4 Conference Interpretation
1.7 Specialized Programs and Services 	1.7.1 Greening of Government Operations 1.7.2 Client Service Strategy 1.7.3 Government Information Services 1.7.4 Document Imaging Services 1.7.5 Shared Travel Services 1.7.6 Central Relocation Services 1.7.7 Shared Services Integration 1.7.8 Ministers' Regional Offices
1.8 Procurement Ombudsman**	1.8.1 Review of Procurement Practices 1.8.2 Supplier Complaints
1.9 Internal Services 	

* This has been renamed Build in Canada Innovation Program (BCIP).

** Although it is a program of Public Works and Government Services, the Office of the Procurement Ombudsman is required to operate in an impartial and independent manner. The details of its operations and performance results are provided in the Procurement Ombudsman's annual report, which is tabled in each House of Parliament by the Minister of Public Works and Government Services following the fiscal year in accordance with legislative requirements.

Note: The visual identifier  denotes areas of contribution to the Federal Sustainable Development Strategy (FSDS).

Contribution of Priorities to Strategic Outcome

We have three organizational priorities that support our strategic outcome:

- Delivering Efficient and Effective Services;
- Transforming Critical Infrastructure; and
- Ensuring Sound Stewardship and Management Excellence.

These are described in the Organizational Priorities table and are also reflected in the program planning highlights in Section II of this report.

PWGSC's Client Service Strategy

We launched our Client Service Strategy in 2010 to strengthen client relationships and enhance our service excellence culture. This department-wide initiative, now in its fifth year of implementation, consists of six pillars:

- Service Agreements;
- Service Standards;
- Client Satisfaction;
- Client Engagement;
- Service Culture; and
- Innovative Service Offerings.

Building on progress made over the past years, each pillar of this strategy has been implemented in all PWGSC business lines.

PWGSC has strengthened client satisfaction and client relationships through client engagement, interdepartmental service agreements, the client barometer and a clear list of service offerings. PWGSC has also enhanced our service excellence culture through the annual e-publication, Our Services, Standards and Results^{vi}, and embedded a client service competency in staffing, training, recognition and performance management.

In 2014-15, we will continue to make progress towards our goal of building a common department-wide approach to client service management. Consultations with federal client organizations, including small departments and agencies, are helping to refine service priorities and expectations, to improve client satisfaction measurement, to enhance the client experience, to facilitate better client engagement, and to introduce a more systematic approach to the ongoing development and implementation of a service excellence culture and leadership at PWGSC.

Organizational Priorities

The plans identified in the Organizational Priorities are organized into three themes that guide in the implementation of these priorities:

- Value for money
- Transformation, Innovation and Modernization
- Client Service and Integrity

Taken together, the themes enable us to focus on better service to clients and Canadians.

Priority	Type	Programs
Delivering Efficient and Effective Services	Ongoing	<ul style="list-style-type: none"> • Acquisitions • Accommodation and Real Property Services • Receiver General for Canada • Integrity Programs and Services • Federal Pay and Pension Administration • Linguistic Management and Services • Specialized Programs and Services • Internal Services
Description		
<p>Working within and across programs to continuously improve the efficiency and effectiveness of service delivery to PWGSC's clients inside and outside government by getting costs down and service quality up while maintaining integrity and transparency.</p>		
<p>Why is this a priority?</p> <p>With a mission to deliver high-quality services and programs, PWGSC focuses on improving service delivery to meet the current and future needs of our clients, increase their satisfaction with the services they receive, and ensure they and Canadian taxpayers receive value for money.</p>		
<p>What are the plans for meeting the priority?</p> <p>For 2014-15, PWGSC will:</p>		
<p>Value for Money</p> <ul style="list-style-type: none"> • Continue the implementation of key strategic government-wide initiatives, such as the National Fighter Procurement Secretariat (NFPS), the National Shipbuilding Procurement Strategy (NSPS), and the Build in Canada Innovation Program (BCIP) to help the Government achieve its priorities of creating jobs and bolstering economic growth. • Advance workplace improvements by updating workspaces and enabling new technologies, as appropriate, to create a more efficient workplace and realize savings. • Continue the implementation of our direct deposit communications and outreach to transition all payments to direct deposit by April 2016. • Through Shared Services Integration's Centres of Excellence, enable the Government of Canada's Human Resources Modernization, Financial Management Transformation and electronic documents and records management (GCDOCS) initiatives to leverage economies of scale. • Modernize the Translation Bureau to ensure an efficient delivery of linguistic services to the Government of Canada. • Continue to modernize and transform the Contract Security Program's operations to reduce red tape and increase the efficiency of the security clearance process. 		
<p>Transformation, Innovation and Modernization</p> <ul style="list-style-type: none"> • Advance the Government's ability to leverage military procurements to drive economic benefits to Canada, and improve the governance and management of military procurement. • Make further progress in the Acquisitions Program Transformation Initiative with Smart Procurement and the Digital Procurement Strategy in order to continue to improve client service and relationships with suppliers, and streamline our procurement processes. • Implement the Transformation of Pension Administration Initiative for the Royal Canadian Mounted Police and the Canadian Forces, thus decreasing the cost of pension administration for the Government while improving client service and increasing alignment to common standards and processes. 		

- Allow the electronic receipt of notices from non-federal government clients to be published in Part I of the Canada Gazette.
- Provide Government of Canada (GC) Common Application Services and modernize the way it acquires, consumes and renews its back office applications for information management and information technology (IM/IT).

Client Service and Integrity

- Implement Real Property service management solutions through the development of new contracts that fit our clients' needs.
- Continue to implement the Transformation of Pay Administration Initiative, replacing the outdated pay system, streamlining business processes, and consolidating pay services. This will ensure the long-term sustainability of the Government of Canada pay administration, increase efficiency, and generate \$78M in annual savings to the Government starting in 2016-17.
- Continue to expand Document Imaging Services to support federal government departments and agencies in meeting information management policy requirements by reducing the need to store large volumes of paper documents and allowing departments to improve client service and reduce operational costs.
- Modernize and streamline the Contract Security and Controlled Goods Program's Call Centre infrastructure and systems to expand service capacity and support critical client requirements.
- Complete the implementation of the enhancements to the Controlled Goods Program, including necessary regulatory amendments, which will improve service delivery and compliance as well as increase operational efficiencies.

Priority	Type	Programs
Transforming Critical Infrastructure	Ongoing	Accommodation and Real Property Services
Description		
Implementing major initiatives to transform the management of the Department's physical assets and support sound stewardship objectives.		
Why is this a priority?		
PWGSC must use available internal resources to effectively maintain up-to-date infrastructure, introduce efficiencies in meeting the infrastructure needs of our clients, and exercise sound stewardship on behalf of Canadians.		
What are the plans for meeting the priority?		
For 2014-15, PWGSC will:		
Value for Money		
<ul style="list-style-type: none"> Strengthen the management of our holdings and leasing portfolios and refresh the long-term life-cycle management of our engineering assets. Provide office space to accommodate a transfer of up to 8,500 Department of National Defence (DND) personnel to the Carling Campus from other National Capital Area (NCA) locations, thus meeting 50% of the DND's space requirements and saving roughly \$750M over 25 years. Sell a high-value federal-surplus property totalling 8.38 hectares in the Metro Vancouver area, owned by Public Works and Government Services Canada, to the Canada Lands Company (CLC). 		
Transformation, Innovation and Modernization		
<ul style="list-style-type: none"> Facilitate the acceleration of the in-service date of the New Bridge for the St. Lawrence (NBSL), in the greater Montreal area, in collaboration with other federal partners as well as provincial and municipal jurisdictions. 		

Client Service and Integrity

- Continue to update and rehabilitate the buildings in the Parliamentary Precinct to meet accommodation requirements of the Senate, the House of Commons and the Library of Parliament.
 - The total estimated costs and timeframes for key buildings include: the rehabilitation of the Sir John A. Macdonald Building (\$99.5 million) to be completed this year, and major rehabilitation work on the West Block (\$862.9 million), the Wellington Building (\$425.2 million), and the Senate Interim Accommodation Project (\$269.5 million, excluding pre-planning costs) will continue, while preliminary site work commences on the East Block 1867 Wing Exterior Rehabilitation (\$167.3 million).

Priority	Type	Programs
Ensuring Sound Stewardship and Management Excellence	Ongoing	All Programs

Description

Strengthening departmental practices and processes in the delivery of internal services and the management of financial and human resources in support of PWGSC's mandate, and supporting excellence in the greening of government operations.

Why is this a priority?

PWGSC is committed to building an enabling and productive workplace, to improving internal processes, and to promoting environmental sustainability government-wide. The activities related to this priority will also ensure that we conduct our operations with a high level of integrity, openness, fairness, and transparency, and in a way that reflects our values.

What are the plans for meeting the priority?

For 2014-15, PWGSC will:

Value for Money

- Continue to exercise financial leadership and oversight while ensuring value for money in delivering on departmental priorities.
- Continue to implement and enhance the Integrity Framework to improve due diligence within the department, reduce opportunities for potential fraud, and strengthen our ability to manage risks.

Transformation, Innovation and Modernization

- Maintain an integrated approach to workforce planning and management while fostering a healthy, sustainable workplace and a skilled, diverse workforce.
- Modernize human resources management through the adoption of My GC HR (PeopleSoft) and the SABA learning management system.
- As per the Management Accountability Framework (MAF) Round X Action Plan, refine performance measures for the Internal Services component of the Program Alignment Architecture (PAA).
- Continue to strengthen our Information Management (IM) practices in accordance with the Treasury Board of Canada Secretariat's Recordkeeping Directive, and a new directive of Library and Archives Canada.
- Continue the transformation and modernization of our information management and information technology (IM/IT).
- Work closely with other government departments to improve the environmental performance of the federal government in the areas of greenhouse gas emissions reduction, waste management, and water management.

Client Service and Integrity

- Support the implementation of the Common Human Resources Business Process as well as streamline internal processes to improve services to clients.
- Optimize the value and efficiency of services provided to other government departments and agencies, through service excellence culture, service offerings transformation, leadership development and an enhanced Client Service Strategy.
- Increase the capacity of the Fairness Monitoring program and offer the program to other government departments to provide independent assurance that monitored governmental activities are conducted in a fair, open and transparent manner.

Risk Analysis**Key Risks**

Risk	Risk Response Strategy	Link to Program Alignment Architecture
Financial Risk – More than half of PWGSC's financial and human resources are directly tied to cost recovered services and activities. In a context of reduced expenditures on the part of client departments and agencies, there is a risk that PWGSC could face unpredictable and reduced business volumes and concomitant reduced resources.	We will adjust to reduced operational demands while maintaining the quality of our services. This will include sustaining rigorous management of revenues, expenditures, forecasting and commitment monitoring and working closely with other departments through the client service network to identify changing requirements and their impacts on the Department.	<ul style="list-style-type: none"> • Acquisitions • Accommodation and Real Property Services • Specialized Programs and Services • Integrity Programs and Services • Linguistic Management and Services
Major complex, transformational or interdepartmental projects and procurements – There are inherent risks in PWGSC undertaking and delivering complex, transformational and interdepartmental major projects and procurements on time, within the approved budget and according to scope which could ultimately have an impact on the department's service strategy.	PWGSC's risk responses include: implementation of disciplined investment and project management processes; development and implementation of service agreements and service standards with clear identification of responsibilities; sound contract management; early engagement with client departments and other stakeholders; and development and implementation of the Department's Integrated Investment Plan (IIP).	<ul style="list-style-type: none"> • Acquisitions • Accommodation and Real Property Services • Receiver General for Canada • Federal Pay and Pension Administration • Specialized Programs and Services • Integrity Programs and Services • Linguistic Management and Services
Human Resource Risk – There is a risk that PWGSC may not be able to retain the human resources capacity required by the department to meet future needs.	The Department has developed the PWGSC People Management Philosophy and its related commitments, and has implemented an Integrated HR Plan and various HR strategies such as leadership development, talent management, and knowledge transfer strategies, to address any future human resources concerns.	<ul style="list-style-type: none"> • Acquisitions • Accommodation and Real Property Services • Receiver General for Canada • Federal Pay and Pension Administration • Specialized Programs and Services • Integrity Programs and Services • Linguistic Management and Services

Risk Narrative

PWGSC's risk management program operates in a complex context influenced by pressures to reduce the cost of government; an aging workforce; a competition for "next generation" skills; aging infrastructure and systems; and, security and privacy issues linked to information technology. Our context is equally influenced by our clients, industry and third party service providers.

The Department formally integrates risk into business planning, decision making and organizational processes to minimize negative impacts and maximize opportunities across our diverse range of services and operations. Risk management is conducted throughout PWGSC in accordance with the TBS Framework for the Management of Risk, PWGSC Policy on Integrated Risk Management, the International Organization for Standardization (ISO) 31000 and the Canadian Standards Association (CSA) Implementation guide to CAN/CSA-ISO 31000, Risk Management—Principles and Guidelines.

The PWGSC Departmental Risk Profile provides a high-level overview of PWGSC's strategic risks and opportunities. The risks were identified through departmental consultation and an analysis of both the internal and external contexts in which the department operates. They are aligned with our Program Alignment Architecture (PAA). These risks are to be included in the 2014-15 Departmental Risk Profile.

PWGSC monitors internal risks and risk responses and will make adjustments as required. Updated risks and risk responses will be reported in the 2014-15 Departmental Performance Report.

Planned Expenditures

Budgetary Financial Resources (Planned Spending — dollars)

	Total Budgetary Expenditures (Main Estimates)	Planned Spending			
		2014-15	2014-15	2015-16	2016-17
Gross Expenditures	5,808,205,936	5,808,205,936	5,563,410,952	5,362,682,394	
Less Respondable Revenues	(3,144,082,023)	(3,144,082,023)	(3,040,732,879)	(3,048,264,686)	
Net Expenditures	2,664,123,913	2,664,123,913	2,522,678,073	2,314,417,708	

Totals may not add up due to rounding.

Human Resources (Full-Time Equivalents — FTEs)

	2014-15	2015-16	2016-17
	12,151	12,071	11,833



Budgetary Planning Summary for Strategic Outcome and Programs (dollars)

Strategic Outcome(s), Program(s) and Internal Services	Expenditures		Forecast Spending	Main Estimates	Planned Spending		
	2011-12	2012-13			2014-15	2015-16	2016-17
Strategic Outcome: To deliver high quality, central programs and services that ensure sound stewardship on behalf of Canadians and meet the program needs of federal institutions.							
Acquisitions	157,777,964	158,849,677	145,963,041	152,864,600	152,864,600	155,307,480	165,279,760
Accommodation and Real Property Services	1,963,599,900	2,011,582,718	2,198,238,962	1,966,139,278	1,966,139,278	1,848,851,706	1,671,434,503
Receiver General for Canada	123,141,195	117,792,671	119,437,432	101,056,015	101,056,015	100,986,916	100,958,583
Information Technology Infrastructure Services	7,744,155						
Integrity Programs and Services				19,913,717	19,913,717	15,734,806	15,749,683
Federal Pay and Pension Administration	67,681,526	80,559,725	107,754,693	118,212,846	118,212,846	111,756,053	77,576,068
Linguistic Management and Services	74,116,158	78,458,807	73,757,465	68,100,297	68,100,297	58,624,545	53,851,855
Specialized Programs and Services	57,309,366	49,534,679	53,743,244	32,606,960	32,606,960	27,574,576	27,567,564
Procurement Ombudsman	3,667,301	3,884,382	4,299,996	4,103,650	4,103,650	4,103,650	4,103,650
Strategic Outcome Subtotal	2,455,037,565	2,500,662,659	2,703,194,833	2,462,997,363	2,462,997,363	2,322,939,732	2,116,521,666
Internal Services Subtotal	338,470,980	236,870,598	254,493,251	201,126,550	201,126,550	199,738,341	197,896,042
Total	2,793,508,545	2,737,533,257	2,957,688,084	2,664,123,913	2,664,123,913	2,522,678,073	2,314,417,708

Since 2010, the Government has introduced several measures as part of its ongoing commitment to eliminate the federal deficit and to return to a balanced budget. Those measures are designed to reduce the costs of government operations and restrain the growth of government expenditures.

PWGSC has successfully implemented the measures announced in past Budgets by assessing the effectiveness and efficiency of programs and services in light of their contribution to the Department's mandate and the Government's priorities.

As a common service provider to other government departments, we are a key enabler of government-wide savings. One of the primary costs savings (Budget 2012) measures relates to the provision of office accommodation to other departments. Consistent with leading business practices, PWGSC has developed new office standards and is working with departments to recapture real property office space in response to reduced accommodation needs. PWGSC is also modernizing information technology business applications to reduce maintenance and operating costs. It is also accelerating the movement to making payments by direct deposit with resulting savings in paper reduction as well as in print services.

Sound financial management remains a priority for PWGSC as more than half of our department's financial and human resources are directly tied to cost recovered services provided to client departments and agencies. We will continue to closely monitor the effects of other departments' savings efforts on PWGSC's business.

Alignment to Government of Canada Outcomes

2014-15 Planned Spending by Whole-of-Government-Framework Spending Area^{vii} (dollars)

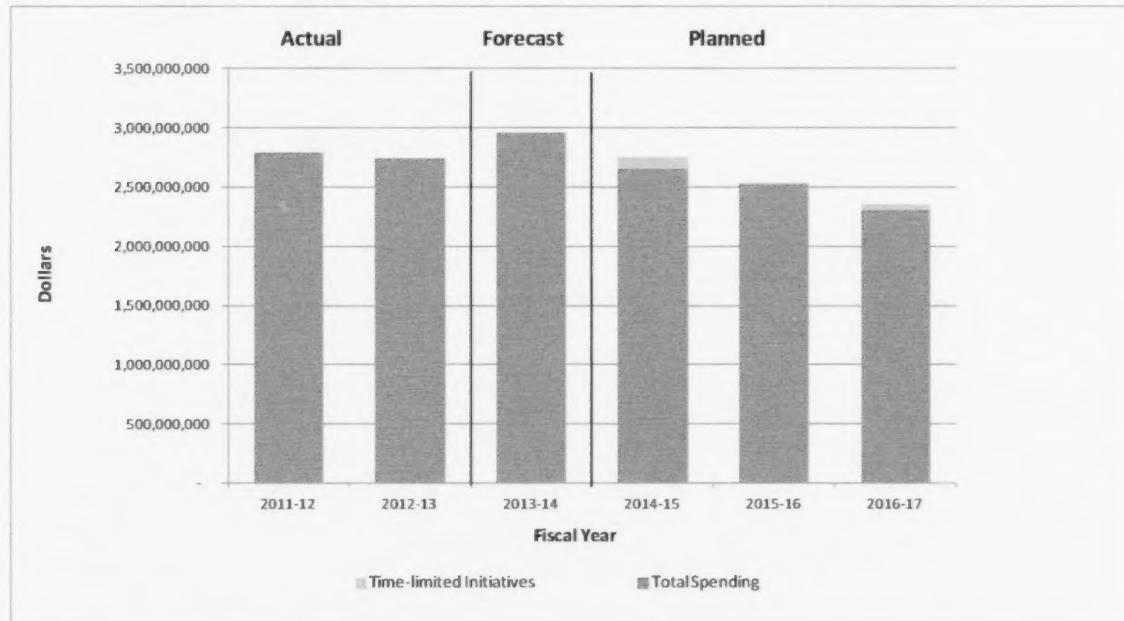
Strategic Outcome	Program	Spending Area	Government of Canada Outcome	2014-15 Planned Spending
High quality, central programs and services that ensure sound stewardship on behalf of Canadians and meet the program needs of federal institutions.	1.1 Acquisitions	Government Affairs	Well-managed and efficient government operations.	152,864,600
	1.2 Accommodation and Real Property Services	Government Affairs		1,966,139,278
	1.3 Receiver General for Canada	Government Affairs		101,056,015
	1.4 Integrity Programs and Services	Government Affairs		19,913,717
	1.5 Federal Pay and Pension Administration	Government Affairs		118,212,846
	1.6 Linguistic Management and Services	Government Affairs		68,100,297
	1.7 Specialized Programs and Services	Government Affairs		32,606,961
	1.8 Procurement Ombudsman	Government Affairs		4,103,650

Total Planned Spending by Spending Area (dollars)

Spending Area	Total Planned Spending
Economic Affairs	-
Social Affairs	-
International Affairs	-
Government Affairs	2,462,997,363

Departmental Spending Trend

Departmental Spending Trend Graph



The year over year variances in the table above are explained as follows:

- Planned spending decrease from 2013-14 to 2014-15 is primarily due to the completion of the Sydney Tar Ponds site remediation project, the implementation of savings measures and the conclusion of the purchase of Les Terrasses de la Chaudière.
- Planned spending decrease from 2014-15 to 2015-16 is mainly attributable to the completion of the current phase for the Long Term Vision and Plan for the Parliamentary Precinct rehabilitation and the continued implementation of savings measures.
- Planned spending decrease from 2015-16 to 2016-17 is mainly attributable to the completion of the current phase for Engineering Assets and the continued implementation of savings measures.

Time-limited initiatives in 2014-15 are mostly attributed to the conclusion of the purchase of Les Terrasses de la Chaudière building complex in Gatineau, Quebec, and the completion of the Real Property Business Systems Transformation project. In 2015-16, time-limited initiatives are attributed to the completion of the Sydney Tar Ponds remediation, while in 2016-17, time-limited initiatives are attributed to the completion of the Transformation of Pay Administration – Pay Modernization.

Estimates by Vote

For information on PWGSC's organizational appropriations, please see the [2014-15 Main Estimates publication](#).^{viii}

Contribution to the Federal Sustainable Development Strategy

The Federal Sustainable Development Strategy (FSDS) outlines the Government of Canada's commitment to improving the transparency of environmental decision-making by articulating its key strategic environmental goals and targets. The government tabled the second cycle of the FSDS (2013-16) on November 4th, 2013.

PWGSC follows the guidelines of the *Cabinet Directive on the Environmental Assessment of Policy, Plan and Program Proposals* and it conducts Strategic Environmental Assessments (SEA) when developing new policy, plan, or program initiatives.

PWGSC contributes significantly to Theme IV – Shrinking the Environmental Footprint - Beginning with Government as denoted by the visual identifier below.



Theme IV
Shrinking the Environmental Footprint -
Beginning with Government

These contributions fall under the following Programs:

- Acquisitions
- Accommodation and Real Property Services
- Receiver General for Canada
- Specialized Programs and Services
- Internal Services

PWGSC also contributes to Theme III – Protecting Nature through the Federal Emergency Response Plan and the Federal Contaminated Sites Action Plan.

For additional details on PWGSC's activities to support sustainable development, please see [PWGSC's Sustainable Development Strategy^{ix}](#) website.

For complete details on the Federal Sustainable Development Strategy, please see the [Federal Sustainable Development Strategy^x](#) website.

Section II: Analysis of Programs by Strategic Outcome

Strategic Outcome

PWGSC's strategic outcome is to deliver high-quality central programs and services that ensure sound stewardship on behalf of Canadians and meet the program needs of federal institutions.

Programs and Sub-Programs

The following section describes PWGSC's programs, sub-programs and planning highlights that support our strategic outcome. It also includes an overview of the financial and human resources, the expected results, and the performance indicators and targets for each program and sub-program. Additional information is available on our [departmental website](#).^{xi}

Program 1.1: Acquisitions

This program shows Public Works and Government Services Canada (PWGSC) as the government's primary procurement service provider offering federal organizations a broad base of procurement solutions such as specialized contracts, standing offers and supply arrangements. The role of PWGSC in this area is to provide timely value-added acquisitions and related common services to Canadians and the federal government.

Budgetary Financial Resources (dollars)

	Total Budgetary Expenditures (Main Estimates)	Planned Spending		
		2014-15	2014-15	2015-16
Gross Expenditures	359,985,289	359,985,289	363,921,097	375,227,263
Less Respondable Revenues	(207,120,689)	(207,120,689)	(208,613,617)	(209,947,503)
Net Expenditures	152,864,600	152,864,600	155,307,480	165,279,760

Totals may not add up due to rounding.

Human Resources (FTEs)

2014-15	2015-16	2016-17
1,672	1,639	1,639

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to be Achieved
Fair, open and transparent acquisition that provides best value to Canadians and is delivered effectively and efficiently to the satisfaction of the government and Canadians.	% Government of Canada Addressable Spend through PWGSC Procurement instruments (Standing Offers and Supply Arrangements).	15%	31/03/2015
	Percentage of total contracted value awarded competitively.	70%	31/03/2015
	Cost per \$100 PWGSC Contract Value.	< \$0.80	31/03/2015

Planning Highlights

The increase in planned spending over the planning period is due primarily to the addition of the military component to the Build in Canada Innovation Program.

PWGSC will:

- In its on-going efforts to improve procurement effectiveness and efficiency through the Acquisitions Program Transformation (APT), continue to improve client service, facilitate the procurement process and reduce costs for clients and suppliers.
- Make full use of Buyandsell.gc.ca, the PWGSC's Web portal for government buyers and industry suppliers, one of many initiatives that support the Department's Client Service Strategy by creating new services to better meet our clients' needs and provide the best value for money.
- Leverage federal procurement to generate socio-economic benefits for Canada by promoting innovation, job growth, and environmental stewardship.
- Continue to implement the Smart Procurement approach which is the centerpiece of the transformation and which will be widely implemented to cover all aspects of procurement. It is comprised of four key elements: early supplier and client engagement, effective governance, the use of independent advice, and leveraging benefits for Canadians. In fact, Smart Procurement elements have become a model to follow for future transformation initiatives as part of PWGSC's Client Service Strategy.
- Continue implementing the Digital Procurement Strategy to enhance access, foster competition and ensure fairness. It helps provide easy web-based access to information and web-based tools and makes it easier for clients to procure the goods and services they need for program delivery. As well it also makes it easier for suppliers to access federal government procurement opportunities. Smart Procurement and better use of technology will result in better outcomes for clients, suppliers, our country and Canadians.
- Mitigate any inherent risks stemming from major transformational projects by making full use of early engagement with clients and suppliers, identifying innovative solutions and enhancing competition.
- Maintain in place effective governance mechanisms, such as procurement secretariats to ensure that project decisions, risks and issues are visible and managed appropriately.

Sub-Program 1.1.1: General Procurement Services

This sub-program identifies PWGSC as the government's primary procurement service provider offering the federal government a broad base of standard or unique procurement solutions including contracts, standing offers, supply arrangements and procurement tools. The role of PWGSC in this area is to manage contracts for goods, services and construction on behalf of client departments and agencies of the Government of Canada and includes the management of contractual activities such as planning, acquisitions and contract administration. In general, while the procurement solutions addressed in this sub-program can be complex, they are typically the common, frequently purchased requirements of most departments.

Budgetary Financial Resources (dollars)

	Planned Spending		
	2014-15	2015-16	2016-17
Gross Expenditures	81,296,764	81,287,440	81,272,509
Less Respondable Revenues	(12,830,741)	(12,830,741)	(12,830,741)
Net Expenditures	68,466,023	68,456,699	68,441,768

Totals may not add up due to rounding.

Human Resources (FTEs)

2014-15	2015-16	2016-17
791	775	775

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to be Achieved
Timely acquisition of goods and services that provide value for money to support the delivery of government programs and services.	% of original contracts of basic or standard risk and complexity awarded within established timeframes.	80%	31/03/2015
	Overall level of client satisfaction.	75%	31/03/2015

Planning Highlights

There is no significant variance in planned spending over the planning period.

PWGSC will:

- Further to commitments in Federal Budgets, implement the Defence Procurement Strategy (DPS), launched in early 2014, to support the Government's ongoing commitment to ensure that purchases of defence equipment create economic opportunities for Canadians and that defence procurement outcomes improve.

The DPS has three key objectives supported by several components: delivering the right equipment to the Canadian Armed Forces (CAF) and the Canadian Coast Guard in a timely manner; leveraging our purchases of defence equipment to create jobs and economic growth in Canada; and streamlining defence procurement processes. Under the DPS, proposals from suppliers will need to submit Value Propositions which will be evaluated using key indicators of competitiveness of defence-related industries such as access to and development of intellectual property and technical data, research, development and innovation activities, and potential to support and enhance international business. The Strategy also includes an export strategy, publication of a Defence Acquisition Guide, the establishment of an independent third party Defence Analytics Institute, and the creation of a Defence Procurement Secretariat within PWGSC.

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- Continue developing and implementing National Goods and Services Procurement Strategies (NGSPS) by focusing on robust engagement – one attribute of Smart Procurement – with government departments, agencies and suppliers to better understand their needs in order to develop more efficient and effective procurement instruments. These commodity strategies are integral to the Department's commitment to helping government departments and agencies achieve efficiencies through management of government-wide operational requirements, consensus on strategic procurement direction, and coordinated delivery and operational services. Environmental considerations are being addressed in all NGSPS, enabling federal departments and agencies to purchase goods and services that are environmentally sensitive.

Sub-Program 1.1.2: Customized Procurement Services

This sub-program identifies PWGSC as the government's procurement provider for customized procurement solutions including industry consultations, market surveys, conducting complex competitive solicitations and contract negotiations, award and management of contracts including legal agreements. Often such procurements include a wide range of technically complex systems and services, are unique, high in dollar value and are long-term agreements. Because of the complexity and the nature of the requirement they usually require early involvement of PWGSC procurement specialists in the definition phase of the program and require dedicated procurement teams in the implementation phase of the procurement strategies. Since these procurements may be sensitive in nature and/or require a multi-phased approach, risk management, performance management, financial management and change management are all important aspects of the overall project management regime.

Budgetary Financial Resources (dollars)

	Planned Spending		
	2014-15	2015-16	2016-17
Gross Expenditures	176,140,251	177,675,179	179,251,065
Less Respondable Revenues	(168,136,260)	(169,706,188)	(171,277,074)
Net Expenditures	8,003,991	7,968,991	7,973,991

Totals may not add up due to rounding.

Human Resources (FTEs)

2014-15	2015-16	2016-17
312	306	306

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to be Achieved
Dedicated resources are allocated for Customized Procurement Services and requisitioned needs are met in a timely and effective manner.	Proportion of complex competitive files following a formalized PWGSC procurement plan that are within 20% of the current and agreed to project schedule.*	80%	31/03/2015

* This indicator is currently under review.

Planning Highlights

There is no significant variance in planned spending over the planning period.

PWGSC will:

- Through our National Fighter Procurement Secretariat (NFPS), continue to advance the implementation of the Government of Canada Seven-Point Plan. The goal is to ensure that the Royal Canadian Air Force acquires the fighter aircraft it needs to complete the missions required by the Government and that Parliament and the Canadian public have confidence that the procurement process is open and transparent. The NFPS will ensure that coordination and implementation of the plan is guided by the three core principles of due diligence, third party oversight and transparency.

- Continue to support the Royal Canadian Navy and the Canadian Coast Guard through the work of the National Shipbuilding Procurement Strategy (NSPS). The NSPS is in year two of a 30-year process and in its fourth stage of a five-staged approach with the designs for the initial ships being finalized and the two selected shipyards (Irving Shipbuilding Inc and Vancouver Shipyard) undertaking significant upgrades to be able to build new ships efficiently and deliver best value to Canada. In consultation with the shipyards, Canada is proceeding with a design-then-build approach that allows design work to be completed before proceeding to construction. The NSPS is ushering in a \$35 billion investment in the shipbuilding sector.
- Lead a competitive procurement process as contracting authority, in conjunction with NRCan as the project authority lead, to implement a Government Owned Contractor Operated (GoCo) model to advance the restructuring of the Atomic Energy of Canada Limited (AECL) Nuclear Laboratories and bring private-sector rigour and efficiencies into the management of its facilities and services. The contracting process is being overseen by third-party experts and an independent fairness monitor will provide assurance that the procurement is conducted in a fair, open and transparent manner.

Sub-Program 1.1.3: Acquisition Stewardship

This sub-program identifies PWGSC as the government's primary steward of government acquisitions providing the federal government and suppliers with a well functioning acquisition system. As such, PWGSC ensures effective management of the acquisition function by: providing direction and guidance to stakeholders; overseeing the development and deployment of government-wide strategies, designing processes and tools to preserve the integrity of the acquisition system; and maintaining the system's relevance and focus on the evolving needs and resource realities of federal departments and agencies, and the capacities of supplier communities.

Budgetary Financial Resources (dollars)

	Planned Spending		
	2014-15	2015-16	2016-17
Gross Expenditures	50,471,722	50,569,797	50,569,797
Less Respondable Revenues	(4,745,300)	(4,745,300)	(4,745,300)
Net Expenditures	45,726,422	45,824,497	45,824,497

Totals may not add up due to rounding.

Human Resources (FTEs)

	2014-15	2015-16	2016-17
	335	328	328

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to be Achieved
Alignment of federal departments and agencies' needs with capabilities of suppliers.	% PWGSC Contract Value addressed by published National Goods and Services Procurement Strategies.	25%	31/03/2015

Planning Highlights

There is no significant variance in planned spending over the planning period.

PWGSC will:

- Maintain a strong framework in place to support accountability and integrity in procurement transactions, with strong governance, codes of conduct, fairness monitoring, audits, financial controls and internal investigations. The framework applies to all those involved in our procurement activities. Over time, we will build on our measures that demonstrate the department's stewardship of public funds and commitment to doing business with companies and individuals that respect the law and act with integrity.
- Continue to enhance the Government's procurement by releasing and maintaining comprehensive policy instruments that respond to and respect the Government's strategic direction, Canada's international and domestic trade obligations, socio-economic and environmental objectives while ensuring the integrity of the procurement process. Policy instruments also support PWGSC's efforts to make our procurement function more effective, efficient and responsive to the needs of suppliers and client departments and agencies. Examples of key PWGSC policy instruments include the Supply Manual, the Vendor Performance Policy, Policy Notifications, the Integrated Risk Management Policy, the Procurement Strategy for Aboriginal Businesses, the Policy on Procurement, and the Statement of Value.
- Remain committed to giving small and medium enterprises (SMEs) access to compete for government business. SMEs will continue to be engaged in order to increase their participation in federal government procurement by helping them understand how the government buys goods and services by raising awareness of opportunities and by providing information services through Buyandsell.gc.ca, free seminars and webinars, and a 1-800 InfoLine. PWGSC works with SMEs to address their key challenges and constraints by reducing the barriers that prevent them from participating in federal procurement; advising government buyers and policy makers on SMEs' concerns; and recommending improvements to the federal procurement process.
- Continue the emphasis on reducing barriers for suppliers to do business with the government and complement the opportunities the Build in Canada Innovation Program provides to businesses to get their innovative products and services from the laboratory to the marketplace.

Sub-Program 1.1.4: Acquisition Support and Innovation

This sub-program identifies PWGSC as the government's primary provider of common services and programs for the federal government, industry and consumers that support or leverage the acquisition function: from the provision of standards development and conformity assessment services to the disposal of government goods, as well as programs that use the acquisition system to advance the government's socio-economic objectives for Canadians.

Budgetary Financial Resources (dollars)

	Planned Spending		
	2014-15	2015-16	2016-17
Gross Expenditures	52,076,552	54,388,681	64,133,892
Less Respendable Revenues	(21,408,388)	(21,331,388)	(21,094,388)
Net Expenditures	30,668,164	33,057,293	43,039,504

Totals may not add up due to rounding.

Human Resources (FTEs)

2014-15	2015-16	2016-17
188	184	184

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to be Achieved
The federal government manages common services and programs throughout the acquisition lifecycle and leverages the acquisition system to address broader socio-economic objectives.	% volume non-military procurement contracts awarded to SMEs.	70% (+~ 5%)	31/03/2015

Planning Highlights

The increase in planned spending over the planning period is mainly due to the addition of the military component to the Build in Canada Innovation Program.

PWGSC will:

- Through the Build in Canada Innovation Program (BCIP), now a permanent program with an added military procurement component, continue to help companies bridge the pre-commercialization gap for their innovative products and services; support Canadian suppliers that have developed new and innovative products and technologies to connect with government users and to test their innovations; provide real-world evaluation of pre-commercial goods and services; and improve the efficiency and effectiveness of government operations.
- Maintain the emphasis by the Build in Canada Innovation Program on helping businesses get their innovative products and services from the laboratory to the marketplace and complement the mechanisms for reducing barriers for suppliers to do business with the federal government.
- Through its GCSurplus business entity, focus on providing superior, best value surplus disposal services to clients and customers.
- With the Canadian General Standards Board (CGSB), continue to expand strategic partnerships with federal Government clients and other public sector organizations to support dissemination of common standards and verification processes. CGSB will provide leadership in Canada's standardization network to ensure the system continues to support and safeguard Canadian economic, health and safety, and environmental interests.

Program 1.2: Accommodation and Real Property Services

PWGSC provides federal departments and agencies with affordable office and common use accommodation that supports the delivery of their programs and services. The department acts as steward for various public works such as buildings, bridges and dams, and national treasures such as the Parliamentary Precinct and other heritage assets across Canada. PWGSC also provides other federal departments, agencies, and the Parliament of Canada with responsive and cost-effective real property services.

Budgetary Financial Resources (dollars)

	Total Budgetary Expenditures (Main Estimates)	Planned Spending			
		2014-15	2014-15	2015-16	2016-17
Gross Expenditures	4,345,853,779	4,345,853,779	4,166,866,613	3,995,685,608	
Less Respondable Revenues	(2,379,714,501)	(2,379,714,500)	(2,318,014,907)	(2,324,251,105)	
Net Expenditures	1,966,139,278	1,966,139,279	1,848,851,706	1,671,434,503	

Totals may not add up due to rounding.

Human Resources (FTEs)

2014-15	2015-16	2016-17
3,642	3,642	3,642

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to be Achieved
Federal organizations have affordable accommodation and facilities that meet Government standards.	More efficient use of office space as measured by m ² allocation per person.	18.9 m ² /person	31/03/2015
	Affordability of office space as measured by cost (\$) per m ² .	\$323/m ²	31/03/2015
Federal organizations and the Parliament of Canada receive responsive and cost-effective real property services.	Percentage of all Real Property projects >\$1M that are on-time, on-budget, on-scope (average of on-time, on-budget and on-scope performance indicators).	90%	31/03/2015
A real property portfolio that maximizes economic benefit and minimizes short and long term liability.	Percentage of vacant marketable Crown-owned office space.	≤ 3.5%	31/03/2015
	Maintenance and recapitalization costs as a percentage of portfolio replacement cost. (Facilities Condition Index).	< 10%	31/03/2015

Planning Highlights

The decrease in planned spending over the planning period is due primarily to the following items: completion of the Federal Contaminated Sites Action Plan and Phase II Engineering Assets projects; planned accommodation savings and lower levels of demand for office accommodation; and the completion of Correctional Service of Canada's major investments under Bill C-25 (*Truth in Sentencing Act*).

PWGSC will:

- As the Real Property Centre of Expertise for the Government of Canada, continue to offer integrated real property services to 110 client departments and agencies. Through the Client Service Strategy, we are transforming and creating new services to better meet our clients' needs.
- In accordance with a Budget 2013 commitment, keep accommodation costs to a reasonable level and, monitor the percentage of vacant Crown-owned office space along with the facility condition index to ensure value for money for clients and the Crown.
- As per the objective of PWGSC's Client Service Strategy, strengthen the relationships with clients and establish a culture of service excellence by continuing to maintain and improve the client barometer, a mechanism to address client service issues in a timely manner.
- Respond to evolving real property needs by enhancing our optional services offering to include portfolio management, planning and disposal services. This transfers risk from the client to PWGSC, takes advantage of our negotiating and contracting expertise, which, coupled with the above client satisfaction mechanism, allows clients to focus and deliver efficient and effective services on Government of Canada priorities.
- Through the Workplace 2.0 initiative, work with clients to reduce the physical footprint of office space, and offer modern accommodation solutions that encourage a productive work environment while realizing savings.
- Review all office space projects to determine if they meet a bronze, silver or gold level of accreditation, reflecting the Government of Canada's commitment to sustainability.
- Continue to leverage private sector expertise and innovation to increase our service delivery capacity.
- Through increased oversight initiatives, maintain Canadians' trust in the integrity of real property contracting instruments.
- Ensure sound stewardship and management in the delivery of major transformational rehabilitation projects such as the Long Term Vision and Plan for the Parliamentary Precinct by continuously engaging stakeholders as per the Client Service Strategy, practicing sound contract management, and establishing strong governance structures. As a result, the national and international reputation of PWGSC continues to grow as an expert in the public management, restoration, modernization and conservation of heritage buildings.

Sub-Program 1.2.1: Federal Accommodation

This sub-program meets the accommodation needs of federal organizations by providing and maintaining a cost effective portfolio of office facilities and common use assets. This sub-program is composed of two primary activities: the provision, on an obligatory basis, of general-purpose accommodation and common use space to support the delivery of government programs; and optimization of real property investments in direct support of the provision of accommodation.

Budgetary Financial Resources (dollars)

	Planned Spending		
	2014-15	2015-16	2016-17
Gross Expenditures	2,186,426,450	2,104,297,405	1,995,164,005
Less Respondable Revenues	(802,143,389)	(799,297,623)	(800,555,972)
Net Expenditures	1,384,283,061	1,304,999,782	1,194,608,033

Totals may not add up due to rounding.

Human Resources (FTEs)

2014-15	2015-16	2016-17
1,139	1,139	1,139

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to be Achieved
A portfolio of federal accommodation assets that maximize economic benefit.	Percentage return on investment (ROI) for Crown-owned office assets.	> 4%	31/03/2015
	Percentage of recapitalization budget spent.	80%	31/03/2015
	Minimize growth of Operation and Maintenance Cost per m ² .	<= 7% of previous year	31/03/2015
Federal organizations receive affordable solutions for their accommodation requirements.	Affordability as measured by cost (\$) per person.	\$6,156.43/ person	31/03/2015

Planning Highlights

The decrease in planned spending over the planning period is mainly due to planned savings measures and lower levels of demand for office accommodation. FTEs are being reported where salary dollars are reported. Accordingly, 279 FTEs shifted sub-programs to Federal Accommodation and Parliamentary Precinct from Real Property Services, with no increase in the overall cost of this sub-program.

PWGSC will:

- Provide sound stewardship of our accommodation infrastructure by maintaining a solid return on investment for Crown-owned office assets, maximizing the use of our recapitalization budget and minimizing the growth of Operation and Maintenance (O&M) costs where possible. This portfolio target is based on historical trends and inflation projections and is complemented by benchmarking analysis against other Canadian public and private sector organizations.
- Maintain the affordability of the accommodation provided to our clients by monitoring their costs and continue expanding the use of private-sector providers to manage and operate federal buildings. This will ensure that government clients are receiving quality services at competitive rates. Moreover, we will continue to work with departments and agencies to optimize and reduce the Government of Canada's footprint both in space requirements and in its carbon emissions.

- Continue to implement Workplace 2.0 as the Department looks to both modernize the public service workplace and keep costs to taxpayers at a minimum. As buildings are re-fitted and tenants change, work space will be reconfigured.
- Provide office space to accommodate a transfer of up to 8,500 Department of National Defence (DND) personnel to the Carling Campus from other National Capital Area (NCA) locations, thus meeting 50% of the DND's space requirements and saving roughly \$750M over 25 years.
- Reduce our Greenhouse Gas (GHG) emissions and improve water management within our real property portfolio in support of the Federal Sustainable Development Strategy. We will achieve a 17% reduction from the baseline of 2005-06 GHG levels by 2020 through the development and implementation of a national "GHG Reduction Emissions Work Plan" that complements PWGSC's National GHG Reduction Plan. This will help to achieve industry-recognized levels of high environmental performance in Government of Canada real property projects and operations. In fact, we anticipate that eight new and renovated buildings will achieve Leadership in Energy and Environmental Design (LEED) certification in 2014-15.

Sub-Program 1.2.2: Federal Holdings

This sub-program manages a diverse portfolio of federal facilities under the purview of the Minister of PWGSC. It includes various components that are grouped for reporting purposes. They include the stewardship and management of major engineering assets and wharves as well as the development of strategies for their divestiture. Other components include: appraisals for all acquisitions, dispositions and transfers of real estate, as well as the maintenance of related guidelines and policies; authoritative interpretation of expropriation legislation and regulations and the implementation of the expropriation process on behalf of the federal government; the provision of space to support the delivery of federal government programs through the stewardship and management of special properties (predominantly conference and training facilities); the administration, capital management and leasing services for residential housing units in the Northwest Territories and Nunavut to support the delivery of federal government programs; a leadership role within the federal government regarding advice, training and consultation with respect to real property and the related impact on First Nations issues; and, the Surplus Federal Real Property Homelessness Initiative (SFRPHI) aimed at preventing and reducing homelessness across Canada by making surplus federal real property available as non-cash contributions.

Budgetary Financial Resources (dollars)

	Planned Spending		
	2014-15	2015-16	2016-17
Gross Expenditures	226,996,753	182,492,317	128,634,063
Less Respondable Revenues	(35,069,134)	(34,850,853)	(34,850,853)
Net Expenditures	191,927,619	147,641,464	93,783,210

Totals may not add up due to rounding.

Human Resources (FTEs)

2014-15	2015-16	2016-17
21	21	21

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to be Achieved
A portfolio of federal holdings assets (marine structures, and land transportation) that minimize short and long-term liability.	Decrease in number of assets rated as high risk.	Decrease by 1	31/03/2015
	Percentage of bridges with structural condition rated "4" or better (fair to excellent) based on standard 1 to 6 scale.	80%	31/03/2015
	Percentage of dams meeting stability requirements based on standard criteria.	100%	31/03/2015

Planning Highlights

The decrease in planned spending over the planning period is due primarily to the completion of projects under the Federal Contaminated Sites Action Plan and Phase II of Engineering Assets portfolios.

PWGSC will:

- With the Engineering Assets Strategy Program of Work carried over from 2013-14, continue the replacement or rehabilitation of five major bridges and dams.
- Seek divestiture or partnership alternatives for other assets in order to address the liabilities of this portfolio.

Sub-Program 1.2.3: Real Property Services

This sub-program provides real property services, on a fee for service basis, to the Federal Accommodation, Federal Holdings and Parliamentary Precinct programs of PWGSC, as well as to other departments.

Budgetary Financial Resources (dollars)

	Planned Spending		
	2014-15	2015-16	2016-17
Gross Expenditures	1,546,127,608	1,487,498,126	1,492,475,975
Less Respondable Revenues	(1,541,527,608)	(1,482,898,126)	(1,487,875,975)
Net Expenditures	4,600,000	4,600,000	4,600,000

Totals may not add up due to rounding.

Human Resources (FTEs)

2014-15	2015-16	2016-17
2,384	2,384	2,384

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to be Achieved
Federal organizations receive responsive and cost-effective real property services.	Percentage of all Real Property projects > \$1M that are on-time.	90%	31/03/2015
	Percentage of all Real Property projects > \$1M that are on-budget.	90%	31/03/2015
	Percentage of all Real Property projects > \$1M that are on-scope.	90%	31/03/2015
	Private Sector Leverage: Dollars spent in the private sector for each dollar that we spend internally on billable labour.	≥ 11	31/03/2015

Planning Highlights

The decrease in planned spending over the planning period is mainly due to the completion of Correctional Service of Canada's major investment under Bill C-25 (*Truth in Sentencing Act*). This reduction is partially offset by increased costs for contaminated sites remediation initiatives.

PWGSC will:

- Work with client departments to help them attain their space reduction targets, whether through disposal, portfolio management or through a combination of solutions.
- Continue to monitor our robust client-service standards to further our commitment to service excellence within our Client Service Strategy.
- Enhance our oversight role with a focus on improving service contract compliance and receiving value for money.
- In furthering these priorities, and in reaching our performance indicator targets, strengthen our position as the real estate centre of expertise and deliver our projects on-time, on-budget, and on-scope to meet clients' needs and increase their satisfaction.
- As a modern corporate real estate organization, continue to leverage the private sector in order to offer quality and cost-effective real property services.
- Meet the targeted in-service date of 2018 for the New Bridge for the St. Lawrence (NBSL), in the greater Montreal area, and 2020 for the remaining Bridge Corridor, provide Transport Canada expertise in the following areas: land acquisition and disposal, project management, property appraisal, land surveying and environmental stewardship. The availability of in-house expertise within PWGSC helps to control costs of the over-all project and ensures that actions are taken in a timely manner.

Sub-Program 1.2.4: Payments in Lieu of Taxes

This sub-program administers the Payments in Lieu of Taxes program on behalf of the Government of Canada by issuing payments to taxing authorities under the authority of the Payments in Lieu of Taxes Act. Local taxing authorities benefit through receipt of payments, which compensate them for the services they provide to federal property located in their jurisdictions.

Budgetary Financial Resources (dollars)

	Planned Spending		
	2014-15	2015-16	2016-17
Gross Expenditures	6,190,276	6,190,276	6,190,276
Less Respondable Revenues	-	-	-
Net Expenditures	6,190,276	6,190,276	6,190,276

Totals may not add up due to rounding.

Human Resources (FTEs)

2014-15	2015-16	2016-17
53	53	53

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to be Achieved
Local taxing authorities receive fair, equitable, and predictable payments on behalf of the Government of Canada, as contribution to the cost of local government.	Percentage of properties where taxing authorities have accepted their Payment in Lieu of Taxes and have not requested a review.	90%	31/03/2015
	Percentage of tax year Payment in Lieu of Taxes payments that have been finalized by March 31.	90%	31/03/2015

Planning Highlights

There is no variance in planned spending over the planning period.

PWGSC will:

- Through the modernization of program management and portfolio management, introduce a corporate real estate model within the Payment in Lieu of Taxes (PILT) program. This will expand upon the earlier transformational phases of instituting a service delivery model and continue to advance client relationship management. In tandem with the program oversight initiatives, PILT will institute robust oversight mechanisms to improve the due diligence, quality control and quality assurance aspects of the business.

Sub-Program 1.2.5: Parliamentary Precinct

This sub-program provides effective property and facility management services to the Parliament of Canada. The buildings and grounds of the Parliamentary Precinct are defined as the premises which the Senate, the House of Commons and the Library of Parliament occupy, including those enabling Senators and members to perform their parliamentary work and the related premises and grounds required to support that work (excluding constituency offices). The Minister of PWGSC is the official custodian of the buildings and grounds and is responsible for their care, upkeep, structural integrity and appearance, for the management of major renovations and new construction as well as for provision of general purpose accommodation.

Budgetary Financial Resources (dollars)

	Planned Spending		
	2014-15	2015-16	2016-17
Gross Expenditures	379,258,954	386,388,489	373,221,289
Less Respondable Revenues	(974,370)	(968,305)	(968,305)
Net Expenditures	378,284,584	385,420,184	372,252,984

Totals may not add up due to rounding.

Human Resources (FTEs)

2014-15	2015-16	2016-17
45	45	45

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to be Achieved
Rehabilitation and reconstruction projects preserve the cultural and physical heritage of the Parliamentary Precinct.	Percentage of Major Capital Projects > \$1 million that are on-time.	90%	31/03/2015
	Percentage of Major Capital Projects > \$1 million that are on-scope.	90%	31/03/2015
	Percentage of Major Capital Projects > \$1 million that are on-budget.	90%	31/03/2015
Parliamentarians are equipped to conduct Parliamentary operations 24 hours of the day.	Number of hours per annum that essential property management services are not provided for ongoing operation of Parliament.	No more than 48 hours per annum.	31/03/2015

Planning Highlights

The increase in planned spending in 2015-16 is mainly due to rehabilitation projects for the Parliamentary buildings, including the West Block, Wellington and East Block. The decrease in 2016-17 reflects the completion of work for the Wellington Building and the substantial completion of construction work on the West Block. This work is budgeted for and included in the LTVP.

PWGSC will:

- According to the Long Term Vision Plan (LTVP), increase the number of assets under major rehabilitation with the addition of the East Block, the Senate Interim Accommodation Project and the commencement of the Visitor Welcome Centre. Accommodation of parliamentarians and parliamentary business operations will continue uninterrupted. Throughout 2014-15, LTVP projects for the buildings in the Parliamentary Precinct will be on-time and on-budget. The following list highlights the planned work, by building, to be completed by March 31, 2015 along with links to additional information.
 - West Block Rehabilitation**^{xii} – Major excavations in the north court area and courtyard will be completed, and mechanical and electrical systems will be upgraded. Masonry work on the east, west and south-facing walls including the Laurier and Mackenzie Towers will continue. Overall project delivery expected to be 55% complete.
 - Visitor Welcome Centre – Phase 1**^{xiii} – A preferred design option will be selected and underground utilities will be relocated for the Visitor Welcome Centre excavation to begin in the Fall of 2014.

- Sir John A. Macdonald Building Rehabilitation^{xiv} – Building components and connectivity systems will be procured and installed. Overall project delivery is expected to be 100% complete.
- Wellington Building Rehabilitation^{xv} – The connectivity cabling, elevators, and escalators will be installed and the building envelope will be fully renovated; fit-up on all floors will be underway. Overall project delivery is expected to be 70% complete.
- Senate Interim Accommodation Project Rehabilitation^{xvi} – Pre-construction and design services will be awarded with selective demolition and abatement starting in fall of 2014.
- East Block 1867 Wing Exterior Rehabilitation^{xvii} – The envelope rehabilitation design, along with the implementation plan for construction sequencing will be developed. The majority of on-site preliminary investigations are expected to be conducted.
- Centre Block, Pre-Design Planning^{xviii} – The project requirements will be defined and adjusted in parallel with the procurement strategy.
- Confederation Building, Recapitalization^{xix} – The design for windows stabilization will be ready for implementation. The modernization of elevators will advance and will meet the scheduled completion in 2015-16.
- Parliamentary Grounds, Recapitalization^{xx} – The West Slope Infrastructure project will be completed and construction contracts for Phase 3 of the North Perimeter Wall will be awarded.

Sub-Program 1.2.6: Sydney Tar Ponds and Coke Ovens Remediation Project

This sub-program addresses Canada's commitment to the cost-effective and environmentally sound stewardship of joint federal and provincial property. This was reflected in a Memorandum of Agreement (MOA) signed on May 12, 2004, between the Minister of Public Works and Government Services and the Premier of Nova Scotia wherein the governments negotiated a \$400M cost share agreement legally binding both parties to the remediation of the Sydney Tar Ponds and Coke Ovens.

Budgetary Financial Resources (dollars)

	Planned Spending		
	2014-15	2015-16	2016-17
Gross Expenditures	853,738	-	-
Less Respendable Revenues	-	-	-
Net Expenditures	853,738	-	-

Totals may not add up due to rounding.

Human Resources (FTEs)

	2014-15	2015-16	2016-17
0	0	0	0

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to be Achieved
Administrative and financial close out of the STP Project achieved while meeting requirements for disposal of assets, close out of leases, reporting and evaluation.	% of reports completed on time.	100%	31/03/2015
	% of assets disposed of in accordance with policy and procedures.	100%	31/03/2015
	% of leased space ending before the close out period.	100%	31/03/2015
	% of procedures audited.	100%	31/03/2015
Managerial process plans ensure orderly closeout of the STP Project.	% of managerial process plans carried out within the established timeframes.	100%	31/03/2015
	% of files stored according to PWGSC policies and procedures.	100%	31/03/2015
	% of e-files backed up.	100%	31/03/2015

Planning Highlights

The Sydney Tar Ponds and Coke Ovens Remediation Project was completed in 2013-14. Ongoing funding will no longer be required once final due diligence and close-out activities are completed in 2014-15.

PWGSC will:

- Close out the Sydney Tar Ponds and Coke Ovens Remediation Project. The project sites were successfully remediated in 2013-14 ahead of schedule and under budget. Nova Scotia accepted full ownership of the sites and will be responsible for ongoing future maintenance and monitoring of the sites as per the Memorandum of Agreement (MOA) of May 12, 2004 as well as any contemplated future development. As the cost-share portion is complete, the remaining funds in 2014-15 are allocated to PWGSC to perform project close-out activities and due diligence.

Program 1.3: Receiver General for Canada

This program manages the operations of the federal treasury, produces the Public Accounts and maintains the Accounts of Canada. It provides federal departments with an optional financial and materiel management system offering and bill payments.

Budgetary Financial Resources (dollars)

	Total Budgetary Expenditures (Main Estimates)	Planned Spending		
		2014-15	2014-15	2015-16
Gross Expenditures	123,703,291	123,703,291	115,070,647	114,467,545
Less Respondable Revenues	(22,647,276)	(22,647,276)	(14,083,731)	(13,508,962)
Net Expenditures	101,056,015	101,056,015	100,986,916	100,958,583

Totals may not add up due to rounding.

Human Resources (FTEs)

	2014-15	2015-16	2016-17
	390	384	379

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to be Achieved
Timely and efficient issuance of all government payments, provision of deposit detail reports, and central accounting reports.	Percentage of payments issued through direct deposit.	90%	31/03/2015
	Public Accounts of Canada posted on the web within 24 hours of tabling in the House of Commons.	100%	31/12/2014
	Average unit cost per payment.	\$0.33	31/03/2015
	Percentage of Receiver General payments issued within established timeframes.	99.99%	31/03/2015

Planning Highlights

There is a planned decrease in financial and human resources mainly due to an anticipated reduction in the number of cheques issued as part of the Direct Deposit Initiative, resulting in a reduced number of cheques to be processed.



PWGSC will:

- Continue to integrate service transformations wherever possible as per the PWGSC Client Service Strategy. It will review service delivery and supporting systems with the aim of delivering modern, best-in-class Receiver General treasury services to clients, while providing sound treasury stewardship for the government. In particular, it will ensure the timely and efficient issuance of all government payments and the provision of central accounting reports during fiscal year 2014-15.
- Carry out mission critical functions by: managing the operations of the federal treasury through the issuance and settlement of more than 315 million federal and provincial payments annually, and the collection of revenue for all government departments, amounting to over \$2.2 trillion in cash flow; maintaining the Accounts of Canada; producing the government's Monthly Statements of Financial Operations, the annual Public Accounts of Canada; and, enhancing the systems that support these functions in order to respond to changes in the business environment.

Sub-Program 1.3.1: Stewardship of Consolidated Revenue Fund and Accounts of Canada

This sub-program safeguards the integrity of the Consolidated Revenue Fund and the Accounts of Canada on behalf of Canadians (receipt, transfer, holding and disbursement of public money and the redemption and settlement of all payments, production of Public Accounts and monthly statements of financial operations) and develops and maintains Receiver General treasury, accounting and reporting systems.

Budgetary Financial Resources (dollars)

	Planned Spending		
	2014-15	2015-16	2016-17
Gross Expenditures	121,614,236	112,980,251	112,375,778
Less Respondable Revenues	(21,616,381)	(13,051,495)	(12,475,355)
Net Expenditures	99,997,855	99,928,756	99,900,423

Totals may not add up due to rounding.

Human Resources (FTEs)

2014-15	2015-16	2016-17
371	365	360

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to be Achieved
The integrity of the Consolidated Revenue Fund and the Accounts of Canada is preserved on behalf of Canadians.	Number of Public Accounts audit issues raised by the Office of the Auditor General relating to the Receiver General's Consolidated Revenue Fund and the Accounts of Canada functions.	0	31/03/2015
	Percentage of daily settlement instructions sent, according to schedule, to the Bank of Canada for all outflows from the Consolidated Revenue Fund.	95%	31/03/2015
	Percentage of deposits to the Consolidated Revenue Fund reconciled within 2 business days.	95%	31/03/2015

Planning Highlights

There is a planned decrease in financial and human resources mainly due to an anticipated reduction in the number of cheques issued as part of the Direct Deposit Initiative.

PWGSC will:

- Continue to maintain the integrity of the Consolidated Revenue Fund and the Accounts of Canada, and to provide sound financial management and transparent financial reporting to Canadian taxpayers, in addition to reviewing service delivery and supporting systems, which will enable us to continue to achieve our expected results.
- Comply with sound business reporting practices, policies, regulations and procedures with respect to the Government's Financial Statements published in the Public Accounts as they relate to Receiver General functions.
- Through effective interface with departments and central agencies and thorough knowledge of financial accounting concepts and practices, maintain the Accounts of Canada, produce the Public Accounts of Canada and the government's Monthly Statements of Financial Operations to comply with the Receiver General mandate as specified in the *Financial Administration Act*.
- Continue its Receiver General Modernization Initiative to review treasury and accounting delivery and its supporting information technology (IT) systems with the aim of maintaining the integrity and sustainability of critical government-wide treasury and accounting functions and enhancing accessibility to government-wide accounting information.
- Continue to work with federal departments, financial institutions and associations on both promotional and enrolment activities to support the government's phasing out of cheques in favour of mandatory direct deposit by April 2016.
- Build on its commitment from previous years and continue to expand its international direct deposit capabilities from 48 to 64 countries by the end of March 2015.

- As the Department responsible for government banking services, continue to ensure that federal departments accepting credit cards as a method of payment are compliant with the mandatory Payment Card Industry Data Security Standards.
- Continue the planning phase to expand alternative payment methods by allowing departments to use pre-paid cards in specific circumstances.

Sub-Program 1.3.2: Receiver General Services

This sub-program provides optional bill payment services for departments and agencies, and maintains operations for a Departmental Financial and Materiel Management System.

Budgetary Financial Resources (dollars)

	Planned Spending		
	2014-15	2015-16	2016-17
Gross Expenditures	2,089,055	2,090,396	2,091,767
Less Respondable Revenues	(1,030,895)	(1,032,236)	(1,033,607)
Net Expenditures	1,058,160	1,058,160	1,058,160

Totals may not add up due to rounding.

Human Resources (FTEs)

	2014-15	2015-16	2016-17
	19	19	19

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to be Achieved
Timely and reliable optional services related to bill payments and a departmental financial and materiel management system offering.	Percentage of time bill payment services are delivered within established timeframes.	100%	31/03/2015
	Percentage of time Common Departmental Financial and Materiel Management System services are provided as per client agreements.	100%	31/03/2015

Planning Highlights

There is no significant variance in planned spending over the planning period.

PWGSC will:

- Assess the impact of the government-wide Financial Management Transformation Initiative on the optional departmental financial management and materiel management system offering.
- Continue to provide access to optional services related to image-based bill payments and a departmental financial management system offering.

Program 1.4: Integrity Programs and Services

This program provides the Government of Canada with high quality, timely and accessible specialized services and programs in support of sound, prudent and ethical management and operations.

Budgetary Financial Resources (dollars)

	Total Budgetary Expenditures (Main Estimates)	Planned Spending		
		2014-15	2014-15	2015-16
Gross Expenditures	41,130,153	41,130,153	36,398,824	36,413,701
Less Respondable Revenues	(21,216,436)	(21,216,436)	(20,664,018)	(20,664,018)
Net Expenditures	19,913,717	19,913,717	15,734,806	15,749,683

Totals may not add up due to rounding.

Human Resources (FTEs)

	2014-15	2015-16	2016-17
	373	373	376

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to be Achieved
High quality integrity programs and services that ensure government operations are carried out securely and with probity and integrity.	% of verification checks completed within two hours.	80%	31/03/2015
	% of simple reliability screenings processed within 7 business days.	85%	31/03/2015

Planning Highlights

The decrease in planned spending over the planning period is mainly due to the completion of the Enhancement to the Controlled Goods Program and the closing of service contracts related to Fairness Monitoring activities in 2014-15.

PWGSC will:

- Continue to support the Client Service Strategy by implementing its transformation agenda within the Contract Security and Controlled Goods Programs. This will include streamlining processes and implementing program enhancements to improve effectiveness and efficiency. The expected results of these efforts are reduced administrative burdens, increased service quality and improved timeliness for our clients.
- Through the Integrity Framework, support the Client Service Strategy by providing greater assurances to 140 client departments, which rely on PWGSC's procurement services, that their contracts are being entered into with suppliers that do not have a criminal conviction under the list of PWGSC's offences. In addition to which, PWGSC is providing verification services to a growing number of clients that are applying PWGSC's Integrity Framework as part of their respective procurement processes.

Sub-Program 1.4.1: Contract Security

This sub-program contributes to the government's national security agenda and safeguards Canadian and foreign governments' sensitive information and assets entrusted to private sector companies or individuals when under government contract. In this context, it is responsible for evaluating and granting security clearance requests from industry. The program negotiates, concludes and administers international industrial arrangements between foreign governments and PWGSC to open new markets to Canadian industries in the domain of classified information and assets.

Budgetary Financial Resources (dollars)

	Planned Spending		
	2014-15	2015-16	2016-17
Gross Expenditures	25,955,887	25,955,887	25,955,887
Less Respendable Revenues	(16,706,613)	(16,706,613)	(16,706,613)
Net Expenditures	9,249,274	9,249,274	9,249,274

Totals may not add up due to rounding.

Human Resources (FTEs)

2014-15	2015-16	2016-17
235	235	235

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to be Achieved
Classified/protected Government of Canada information and assets are safeguarded.	% of responses to Personnel Security Clearance request completed within 75 business days.	80%	31/03/2015

Planning Highlights

There is no variance in planned spending over the planning period.

PWGSC will:

- Continue to modernize and transform the Contract Security Program operations through consultations with other government departments, including central agencies, on possible improvements to the contract security process. The purpose of these consultations is to reduce red tape for industry and to increase efficiency and eliminate unnecessary duplication for government.
- Maintain a dedicated personnel screening process for Company Security Officers and Key Senior Officials in order to complete those security assessments on a priority basis, which will result in expediting registration in the Contract Security Program. In addition, we will continue to focus on processing fully completed applications which will improve service to our clients while recognizing those who comply with Program requirements.

Sub-Program 1.4.2: Controlled Goods

This sub-program, through the registration and inspection of private sector individuals and companies possessing, examining or transferring controlled goods, mitigates the risk of proliferation of tactical and strategic assets, helps strengthen Canada's defence trade controls, and supports Canada's domestic and international security interests.

Budgetary Financial Resources (dollars)

	Planned Spending		
	2014-15	2015-16	2016-17
Gross Expenditures	7,596,588	3,444,961	3,444,961
Less Respondable Revenues	-	-	-
Net Expenditures	7,596,588	3,444,961	3,444,961

Totals may not add up due to rounding.

Human Resources (FTEs)

2014-15	2015-16	2016-17
60	60	60

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to be Achieved
Controlled goods are protected while in the custody of private sector companies.	% of controlled goods inspections of new registrants completed within 65 business days.	80%	31/03/2015
	% of new companies (individuals) registered in the controlled goods program within 35 business days.	80%	31/03/2015

Planning Highlights

The decrease in planned spending over the planning period is mainly due to the completion of the Enhancement of the Controlled Goods Program in 2014-15.

PWGSC will:

- Complete the implementation of the enhancements to the Controlled Goods Program to ensure that the Program can support the Government of Canada's national security agenda by successfully delivering on its mandate to protect against unauthorized access to controlled goods in Canada. The enhancements will increase operational efficiencies and the rigour of the security processes related to the examination, possession, and transfer of controlled goods domestically. Regulatory amendments to align the policy framework with these activities are targeted for Fall 2014.
- Further to public consultations held in 2013, amend the Schedule to the Defence Production Act, to focus domestic control on items of strategic significance, including International Traffic in Arms Regulations (ITAR) items. The Schedule amendments are projected to come into force by November 2014. Once finalized, this initiative will support the government priority of reducing red tape and compliance burdens on Canadian companies and individuals by reducing the number of items requiring domestic control. Together, these changes will

preserve Canadian companies' privileged access to the United States defence trade market, benefit government, and create efficiencies without compromising national security.

- Finalize public consultations on a User Fee regime for the Controlled Goods Program by Spring 2014, and pursue necessary regulatory steps and their implementation in preparation for collection of user fees in April 2015.
- Continue streamlining efforts for all registration and compliance aspects of the Controlled Goods Program to reduce the administrative burden for clients and ensure that service standards are met.

Sub-Program 1.4.3: Forensic Accounting Services

This sub-program provides forensic accounting services to national and international governments, law enforcement agencies and prosecution services on criminal investigations in areas such as white collar crime, proceeds of crime, commercial crime, money laundering, securities market fraud, organized crime, illicit drugs, and terrorist activities. The program supports police investigations and prosecutions by providing specialized advice, detailed forensic accounting reports, and expert witnesses testimony on the financial aspects of criminal investigations. The program's goal is to serve the Canadian Criminal Justice system by identifying, analyzing, and explaining complex financial and accounting elements of criminal activities in an objective, independent and non-technical manner, thus helping judges and juries make informed decisions.

Budgetary Financial Resources (dollars)

	Planned Spending		
	2014-15	2015-16	2016-17
Gross Expenditures	5,520,967	5,357,265	5,372,142
Less Respendable Revenues	(2,836,323)	(2,699,905)	(2,699,905)
Net Expenditures	2,684,644	2,657,360	2,672,237

Totals may not add up due to rounding.

Human Resources (FTEs)

2014-15	2015-16	2016-17
51	51	51

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to be Achieved
Quality and timely forensic accounting expertise, expert witness and advisory services are made available to internal and external public clients, and other levels of government and foreign governments.	% of clients satisfied with services.	85%	31/03/2015

Planning Highlights

There is no significant variance in planned spending over the planning period.

PWGSC will:

- Support, through the Forensic Accounting Management Group, national, provincial and municipal law enforcement organizations and other government departments and agencies by providing expert forensic accounting services, including expert testimony, for criminal investigations. The services provided pertain to proceeds of crime, commercial crime, money laundering, security market fraud investigations and terrorist financing activities. This will be achieved by implementing strategies to develop and maintain a pool of highly skilled employees and by promoting the expertise of the Forensic Accounting Management Group throughout government.

Sub-Program 1.4.4: Operational Integrity Services

This sub-program provides management, client departments, government suppliers, Parliament and Canadians with independent assurance that PWGSC's activities are conducted with prudence, probity and integrity.

Budgetary Financial Resources (dollars)

	Planned Spending		
	2014-15	2015-16	2016-17
Gross Expenditures	2,056,711	1,640,711	1,640,711
Less Respendable Revenues	(1,673,500)	(1,257,500)	(1,257,500)
Net Expenditures	383,211	383,211	383,211

Totals may not add up due to rounding.

Human Resources (FTEs)

	2014-15	2015-16	2016-17
	27	27	30

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to be Achieved
Timely services that provide assurances that PWGSC's activities are conducted with prudence, probity and integrity.	% of responses to initial client request for Fairness Monitoring services within 2 business days.	85%	31/03/2015

Planning Highlights

The decrease in planned spending over the planning period is mainly due to the conclusion of service contracts related to Fairness Monitoring activities in 2014-15.

PWGSC will:

- Strengthen and enhance the Integrity Framework to increase due diligence, reduce the opportunity for fraud and better manage the reputational risk to the procurement process and to real property transactions. PWGSC will develop these enhancements in consultation with industry associations and other government departments.

- Continue to protect the integrity of departmental activities by meeting the demand for fairness monitoring and business dispute management services. These services provide assurance that departmental activities are conducted in a fair, open and transparent manner.
- Expand Integrity and Fairness Monitoring services to other government departments and agencies through the implementation of cost recovery.

Program 1.5: Federal Pay and Pension Administration

This program provides reliable central systems and processes for pay and pension administration to other federal organizations. Through our pay and pension services, PWGSC ensures that federal government employees and pensioners are paid accurately and on time.

Budgetary Financial Resources (dollars)

	Total Budgetary Expenditures (Main Estimates)	Planned Spending			
		2014-15	2014-15	2015-16	2016-17
Gross Expenditures	228,473,021	228,473,021	205,475,183	171,567,778	
Less Respondable Revenues	(110,260,175)	(110,260,175)	(93,719,130)	(93,991,710)	
Net Expenditures	118,212,846	118,212,846	111,756,053	77,576,068	

Totals may not add up due to rounding.

Human Resources (FTEs)

2014-15	2015-16	2016-17
1,716	1,778	1,702

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to be Achieved
Employees and retirees are paid accurately and on time through reliable and efficient central systems and processes.	Timely and accurate processing of government payroll as per schedule.	100%	31/03/2015
	Timely and accurate processing of pension payments as per schedule.	100%	31/03/2015
	PWGSC cost per account to administer pay for all Government of Canada employees.	\$120	31/03/2015
	Government of Canada-wide cost per account to administer pension.	\$169	31/03/2015

Planning Highlights

The decrease in planned spending is mainly due to the completion of the Transformation of Pay and Pension Administration Initiatives, however, this reduction is mainly reflected in operating and maintenance costs as opposed to salary. In fact, there is an increase in human resources in 2015-16 due to hiring for the Wave 3 employees at the Public Service Pay Centre which is partially offset by the completion in 2015-16 and 2016-17 of the Transformation of Pay and Pension Administration Initiatives as planned. Future efficiencies and transfers will occur in outer years as a result of the Transformation of Pay Administration Initiative.

PWGSC will:

- Through the Federal Pay and Pension Administration Program, continue to ensure that employees and retirees are paid accurately and on time, through reliable and efficient central systems and processes. In addition, this program is undergoing major transformation to modernize systems, improve processes, increase self-service capabilities and provide sustainable, quality pay and pension services to clients. These enhancements support the Department's commitment to renewed service offerings under the Client Service Strategy and requirements of new government policy directions.
- Continue to advance electronic compensation products by increasing self-service and electronic access to pay and pension documentation (for example, pay stubs, tax slips, pension, and insurance benefits statements) through the Compensation Web Applications, and phasing out paper cheques. These initiatives support greening of government operations and serve to enhance PWGSC's service offerings.

Sub-Program 1.5.1: Pay

This sub-program administers the pay and benefits processes for the Public Service of Canada and other organizations, in accordance with collective agreements, compensation policies and memoranda of understanding. Pay and benefits administration includes the development and delivery of services, processes and systems, and the provision of information, training and advice to compensation advisors in departments. For most departments using the government accredited HR system (PeopleSoft), PWGSC also provides all compensation advisory services.

Budgetary Financial Resources (dollars)

	Planned Spending		
	2014-15	2015-16	2016-17
Gross Expenditures	113,794,479	108,210,922	74,288,166
Less Respondable Revenues	(4,784,310)	(5,208,172)	(5,465,401)
Net Expenditures	109,010,169	103,002,750	68,822,765

Totals may not add up due to rounding.

Human Resources (FTEs)

	2014-15	2015-16	2016-17
	847	953	877

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to be Achieved
Transactions are processed in the pay system and payments are issued on time.	Percentage of public service pay adjustments processed by the Pay Offices within established timeframes.	95%	31/03/2015
	Percentage of public service pay transactions processed by the Pay Centre within established timeframes.	95%	31/03/2015

Planning Highlights

There is a planned decrease in financial resources mainly due to the Transformation of Pay Administration Initiative, arising from a reduction mostly in operating and maintenance costs rather than in salary. There is a planned increase in human resources in 2015-16 due to hiring at the Public Service Pay Centre in Miramichi, N.B. which is to be partially offset by the completion in 2015-16 of the Transformation of Pay Administration Initiative. This financial and human resources position does not reflect future efficiencies and transfers that will occur in outer years as a result of the Transformation of Pay Administration Initiative.

PWGSC will:

- With the Transformation of Pay Administration Initiative see to the replacement of 40-year-old pay systems and processes with a modern solution based on industry standard practices, and the consolidation of pay services to one centre of expertise.
- Finalize and test the Government of Canada requirements in the new pay solution, complete the development of user training and conclude transition planning for implementation in 2015-16.
- Complete the hiring for an additional 207 employees for the third group of 17 departments and agencies who will gradually transfer their pay accounts to the PWGSC Public Service Pay Centre in Miramichi, New Brunswick. When these hiring processes are completed, the full complement of 550 employees will be working in the Pay Centre.
- Continue the processes required to construct the building for the Public Service Pay Centre in Miramichi, New Brunswick. The building, which will house the full complement of employees, will be ready for occupancy in 2017-18.

Sub-Program 1.5.2: Pension

This sub-program administers pension plans and benefits for the Government of Canada. Pension administration includes the development and delivery of services, processes and systems, and the provision of information and advice to, and liaison with, employees and pensioners. This permits PWGSC to administer pensions in accordance with applicable legislation and policies.

Budgetary Financial Resources (dollars)

	Planned Spending		
	2014-15	2015-16	2016-17
Gross Expenditures	114,678,542	97,264,261	97,279,612
Less Respondable Revenues	(105,475,865)	(88,510,958)	(88,526,309)
Net Expenditures	9,202,677	8,753,303	8,753,303

Totals may not add up due to rounding.

Human Resources (FTEs)

2014-15	2015-16	2016-17
869	826	826

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to be Achieved
Transactions are processed in the pension system and payments are issued on time.	Percentage of pension transactions and payments processed within established timeframes.	95%	31/03/2015

Planning Highlights

There is a planned decrease in financial and human resources due to the completion of the Transformation of Pension Administration Projects.

PWGSC will:

- Continue to maintain the integrity of the *Public Service Superannuation Act* and the *Canadian Forces Superannuation Act* (CFSAs) pension administration. As well, the Transformation of Pension Administration Projects currently underway (*Royal Canadian Mounted Police Superannuation Act* and CFSAs), will decrease the cost of pension administration while improving client service and increasing alignment to common Government of Canada service standards and processes.
- Complete the migration of the administration of the Royal Canadian Mounted Police pension plan to the new pension infrastructure implemented in 2012-13 by the Transformation of Pension Administration Project for the public service pension plan. All remaining phases in the project will be completed including testing of the pension solution, data conversion, business transformation, implementation and project close-out.
- Continue the migration of the Canadian Forces pension plan administration to the new pension infrastructure implemented by the Transformation of Pension Administration Initiative for the public service pension plan. In 2014-15, the project will complete the development and begin testing for the first release, which will involve transferring the administration of contributor (active plan member) accounts to the Government of Canada Pension Centre using the new pension solution. The project will also conduct activities required to establish a new pension centre operated by PWGSC in the National Capital Area, transferring DND pension staff to the new centre when Release 1.0 is implemented. The project will also complete design activities and begin development for the second and final release (to be implemented in 2015-16), which will migrate the administration of annuitant (retired plan member) accounts.

Program 1.6: Linguistic Management and Services

This program defines the Translation Bureau of PWGSC as a key component of the federal government's service delivery infrastructure. The Bureau is the sole internal linguistic services provider and offers translation, revision, interpretation and other linguistic services for Parliament, the judiciary, and federal departments and agencies. It is also the terminology authority within the federal government and has been mandated to develop terminology standards to ensure clear, uniform and quality communications within government. The Linguistic Management and Services program is mandated under the *Translation Bureau Act*.

Budgetary Financial Resources (dollars)

	Total Budgetary Expenditures (Main Estimates)	Planned Spending			
		2014-15	2014-15	2015-16	2016-17
Gross Expenditures	228,329,906	228,329,907	210,618,624	206,073,073	
Less Respondable Revenues	(160,229,609)	(160,229,610)	(151,994,079)	(152,221,218)	
Net Expenditures	68,100,297	68,100,297	58,624,545	53,851,855	

Totals may not add up due to rounding.

Human Resources (FTEs)

2014-15	2015-16	2016-17
1,379	1,299	1,224

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to be Achieved
The Government of Canada is able to operate in both official languages and to communicate with Canadians in the official language of their choice.	Percentage of documents translated and revised for Parliament within the agreed-upon deadlines.	95%	31/03/2015
	Percentage of clients satisfied with services provided by the Translation Bureau.	85%	31/03/2016
	Cost per word for linguistic services.	\$0.42	31/03/2015

Planning Highlights

With respect to financial performance, the expected decrease in Government of Canada demand for translation services provided by Translation Bureau will result in a reduction in net planned spending. The gains generated by implementation of the transformation initiative will also contribute to the reduction in spending. Furthermore, the end of the additional five-year funding for parliamentary services in March 2015 will lower spending in subsequent years.

PWGSC will:

- Continue to provide translation and interpretation services to Parliament and to federal departments and agencies 24 hours a day, 7 days a week, in order to help the government communicate with the Canadian public by providing timely, quality information in both official languages.
- Continue to implement the Translation Bureau's transformation plan, in order to modernize its operations, make it a 21st century service delivery organization and ensure its financial viability by reducing its prices to better align with the private sector. The ultimate goal is to reduce the cost of translation services by leveraging the use of the private sector and technology while enhancing the client experience and service quality.
- Continue to implement its Technolinguistic Deployment Strategy aiming at making linguistic technology available to public servants, centralize functions and consolidate office space to make better use of its human and material resources, in order to generate significant savings and efficiencies.

- Continue the reform of its linguistic services procurement process by adopting a new contracting strategy for translation and interpretation that will make optimal use of contracts, reduce red tape and meet the Government of Canada's linguistic services needs more effectively.

Sub-Program 1.6.1: Terminology Standardization Program

As the federal government's terminology standardization and linguistic authority, the Translation Bureau is mandated with the development, standardization and distribution of terminology in the public service. In this capacity, this sub-program aims to ensure the establishment of terminology and language standards to promote consistency and quality in the government's communication with Canadians and to optimally manage the government's terminology expertise, strengthen the government's role in the language field on the national and international scenes and showcase Canada's collective wealth of linguistic and terminological knowledge.

Budgetary Financial Resources (dollars)

	Planned Spending		
	2014-15	2015-16	2016-17
Gross Expenditures	25,984,974	26,141,269	26,421,725
Less Respondable Revenues	(14,096,527)	(14,212,508)	(14,381,968)
Net Expenditures	11,888,447	11,928,761	12,039,757

Totals may not add up due to rounding.

Human Resources (FTEs)

	2014-15	2015-16	2016-17
	92	91	90

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to be Achieved
A standardized terminology generally accepted by subject experts is made available to federal institutions and to the Government of Canada.	Number of TERMIUM® transactions (records created, corrected or deactivated).	50,000	31/03/2015
	Percentage of 1 business day deadlines met to respond to terminology queries and requests received by the Terminology Service (commonly called SVP).	95%	31/03/2015
	Number of terminology searches in TERMIUM.	70 million	31/03/2015
The expertise and positions of the Government of Canada are highlighted within national and international standardization organizations and vice versa.	Number of national and federal standardization committees and international fora at which the Translation Bureau is representing the GC and within which it brings forward the government of Canada's expertise and positions.	30	31/03/2015

Planning Highlights

There is no significant variance in planned spending over the planning period.

PWGSC will:

- Restructure the sub-program to improve the strategic reach and efficiency of its terminology standardization mandate, which was conveyed to the Translation Bureau through Treasury Board and Cabinet decisions.
- Continue to enhance and add content to the Language Portal of Canada. The Portal provides the Canadian public with free access to a wide variety of language resources and tools, including *TERMIUM Plus®*—the Government of Canada's terminology and linguistic data bank—and *ourlanguages.gc.ca on the go!*, the Government of Canada's first mobile language application.
- Continue to add to and update the standardized terms in *TERMIUM Plus®*, and will consider ways to make it easier for Canadians to use this terminology and linguistic data bank.
- Continue working with government departments to produce glossaries and other official linguistic tools that will be available on the Web, in order to contribute to the standardization of federal terminology.

Sub-Program 1.6.2: Translation and Other Linguistic Services

This sub-program aims to offer a full, integrated range of language solutions in both official languages, in Canada's Aboriginal languages, and in over 100 foreign languages. It ensures an effective and efficient provision of quality translation, revision, editing and language advice services at a reasonable cost to the judiciary and federal departments and agencies on a cost recovery basis.

Budgetary Financial Resources (dollars)

	Planned Spending		
	2014-15	2015-16	2016-17
Gross Expenditures	126,762,161	115,046,316	110,040,244
Less Respondable Revenues	(120,242,447)	(112,224,288)	(112,224,288)
Net Expenditures	6,519,714	2,822,028	(2,184,044)

Totals may not add up due to rounding.

Human Resources (FTEs)

	2014-15	2015-16	2016-17
	977	900	830

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to be Achieved
Departments and agencies benefit in a timely manner from quality linguistic services provided in a closed-security environment to support the requirements of government and Canada's economic and social agenda.	Percentage of clients satisfied with translation services.	85%	31/03/2016
	Percentage of agreed-upon deadlines met for translation services delivered to federal organizations.	95%	31/03/2015
	Percentage of clients with a master agreement.	90%	31/03/2015

Planning Highlights

With respect to financial performance, the expected decrease in Government of Canada demand for translation services provided by Translation Bureau will result in a reduction in net planned spending. The gains generated by implementation of the transformation initiative will also contribute to the reduction in spending. Furthermore, the end of the additional five-year funding for parliamentary services in March 2015 will lower spending in subsequent years.

PWGSC will:

- Continue to provide round the clock translation services for federal departments and agencies, in order to help the government communicate with the Canadian public by providing timely, quality information in both official languages. It will manage the translation of over 300 million words on behalf of departments and agencies during fiscal year 2014-15.
- Continue efforts to reduce costs for its clients. It will maximize the use of in-house resources and do everything possible to reduce its fixed costs in order to ensure financial viability and to provide the government with effective and efficient services.
- Carry on its client engagement efforts in order to continue providing outstanding service to its clients, in particular through the Client Working Group on Translation Services. It will also support the implementation of PWGSC's Client Service Strategy and will do what is needed to develop an action plan to improve the client experience.

Sub-Program 1.6.3: Translation and Interpretation to Parliament

This sub-program aims to ensure the provision of timely translation, interpretation and other linguistic services to Parliament. This enables Parliament to function in both official languages and any other languages required. More precisely, the Bureau translates and reviews documents from the House of Commons, the Senate, Senate and House of Commons committees, MPs' and Senators' offices, administrative services of both Houses, the Library of Parliament, the Office of the Conflict of Interest and Ethics Officer and the Office of the Senate Ethics Officer. It also provides official languages interpretation for the debates in the House of Commons, the Senate, Cabinet and their committees, press conferences and the proceedings of parliamentary associations. Furthermore, interpreters regularly accompany Senators and MPs who belong to parliamentary committees when they travel in Canada and abroad.

Budgetary Financial Resources (dollars)

	Planned Spending		
	2014-15	2015-16	2016-17
Gross Expenditures	45,325,027	39,076,091	39,076,091
Less Respondable Revenues	(7,787,039)	(7,397,687)	(7,397,687)
Net Expenditures	37,537,988	31,678,404	31,678,404

Totals may not add up due to rounding

Human Resources (FTEs)

2014-15	2015-16	2016-17
261	258	256

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to be Achieved
The Parliament is able to ensure equality of status for both official languages by obtaining quality and timely linguistic services.	Percentage of documents translated and revised for the Parliament within the agreed-upon deadlines.	95%	31/03/2015
	Percentage of events for which interpretation services are provided to Parliament.	95%	31/03/2015

Planning Highlights

The reduction in planned spending over the planning period is primarily due to the end of the additional funding for parliamentary linguistic services.

PWGSC will:

- Continue to provide high quality translation and interpretation services and to enhance its capacity to meet Parliament's needs.
- Adapt its services and systems on the basis of directions adopted by Parliament with respect to information management and information technology. This will ensure the level of service required by parliamentarians and the Parliamentary Precinct, in addition to Parliament's ability to communicate with Canadians in the official language of their choice.
- Optimize its translation and interpretation service management systems to ensure sound management of its resources. It will also implement language tools developed at the Translation Bureau.

Sub-Program 1.6.4: Conference Interpretation

This sub-program aims to ensure the provision of conference interpretation services in both official languages, in Canada's Aboriginal languages, in Foreign languages and in visual languages to all federal government departments and agencies. Conference interpreters provide interpretation services at events such as international summits, bilateral or multilateral discussions between heads of state/government, intra- or inter-departmental conferences and meetings between federal ministers and their provincial or territorial counterparts.

Budgetary Financial Resources (dollars)

	Planned Spending		
	2014-15	2015-16	2016-17
Gross Expenditures	30,257,744	30,354,948	30,535,013
Less Respondable Revenues	(18,103,596)	(18,159,596)	(18,217,275)
Net Expenditures	12,154,148	12,195,352	12,317,738

Totals may not add up due to rounding.

Human Resources (FTEs)

2014-15	2015-16	2016-17
49	49	49

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to be Achieved
The Government of Canada benefits from quality and timely interpretation services.	Percentage of events for which interpretation services are provided.	95%	31/03/2015
	Percentage of clients satisfied with conference interpretation services.	85%	31/03/2016

Planning Highlights

There is no significant variance in planned spending over the planning period.

PWGSC will:

- Continue to provide high quality interpretation services and to enhance its ability to meet the needs of federal departments and agencies in a timely manner so that they can fulfill their mandate and serve Canadians.
- Increase its conference interpretation capacity in some rare language combinations by working with other countries and organizations. Furthermore, it will continue its efforts to plan for interpretation succession in Canada.
- Optimize its management systems to maximize the use of its resources.

Program 1.7: Specialized Programs and Services

This program provides federal organizations with high quality, timely and accessible specialized services and programs.

Budgetary Financial Resources (dollars)

	Total Budgetary Expenditures (Main Estimates)	Planned Spending		
		2014-15	2014-15	2015-16
Gross Expenditures	96,006,311	96,006,311	91,443,661	91,920,016
Less Respondable Revenues	(63,399,351)	(63,399,351)	(63,869,085)	(64,352,452)
Net Expenditures	32,606,960	32,606,960	27,574,576	27,567,564

Totals may not add up due to rounding.

Human Resources (FTEs)

2014-15	2015-16	2016-17
467	474	474

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to be Achieved
Federal organizations have access to quality services to improve the management, delivery and safeguard of selected government operations and/or assets while minimizing their impact on the environment.	Percentage of clients satisfied with quality of services.	85%	31/03/2015
	Percentage of sub-programs and services that meet their expected results including service levels or published standards.	100%	31/03/2015

Planning Highlights

The decrease in planned spending over the planning period is due to the conclusion of the Advertising Initiatives pilot program in 2014-15 in the amount of \$5M.

PWGSC will:

- Provide leadership in the implementation of PWGSC's renewed Client Service Strategy. This will further departmental efforts and progress toward the goal of positioning PWGSC as an innovative, integrated service delivery organization with a consistent set of client service values and practices. As such, we will focus on three priorities: active employee engagement, continuous client engagement and renewed service offerings.
- Through its specialized programs and services, contribute to the delivery of efficient and effective services to client departments and agencies, in the best interest of Canadians.
- Continue to provide Document Imaging Services to support federal government departments and agencies in modernizing their data collection processes by reducing the need to store large volumes of paper documents and allowing departments to improve client service, reduce operational costs and meet Library and Archives Canada program requirements.
- Continue preparations for electronic-only publications of the Canada Gazette (Part I, II and III), and electronic-only access to Government of Canada publications from the Depository Services Program. Both initiatives will be effective in 2014.
- Enhance common services by providing human resources services and systems, and financial systems to small departments and agencies.
- Continue to work with partner departments in researching and developing policies, strategies and guidance to reduce the environmental footprint of federal government operations.

Sub-Program 1.7.1: Greening of Government Operations

This sub-program provides government-wide leadership in greening government operations to be achieved through both effective greening of its own operations and providing government-wide leadership to enable significant reductions in the environmental impact of federal operations. This is done through the development of policies and guidelines pertaining to environmental stewardship.

Budgetary Financial Resources (dollars)

	Planned Spending		
	2014-15	2015-16	2016-17
Gross Expenditures	2,092,825	2,092,825	2,092,825
Less Respendable Revenues	(700,000)	(700,000)	(700,000)
Net Expenditures	1,392,825	1,392,825	1,392,825

Totals may not add up due to rounding.

Human Resources (FTEs)

2014-15	2015-16	2016-17
18	18	18

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to be Achieved
Government-wide guidance supports federal departments in reducing the environmental footprint of their operations.	Percentage of FSDS Theme IV targets for which up-to-date guidance documentation exists.	100%	31/03/2015

Planning Highlights

There is no significant variance in planned spending over the planning period.



PWGSC will:

- Continue to work with partner departments, in-line with our Client Service Strategy, to help with implementing strategies to reduce the environmental footprint of federal government operations.
- Participate in the Federal Sustainable Development Strategy (FSDS). The FSDS aims to integrate progress on the environment to improve the economic and social agenda for Canadians.
- Build on past achievements, providing long-term goals, medium-term targets, and concrete actions in four priority themes of importance to the government and Canadians: Addressing Climate Change and Air Quality, Maintaining Water Quality and Availability, Protecting Nature and Canadians, and Shrinking the Environment Footprint – Beginning with Government.

Sub-Program 1.7.2: Client Service Strategy

This sub-program leads PWGSC's Client Service Strategy and provides leadership across the Department in the development and implementation of service renewal initiatives. The strategy is based on six pillars: service standards; Departmental Service Agreements (DSAs); service offerings; client relationship management; service culture; and satisfaction measurement.

Budgetary Financial Resources (dollars)

	Planned Spending		
	2014-15	2015-16	2016-17
Gross Expenditures	1,865,280	1,865,280	1,865,280
Less Respondable Revenues	(917,163)	(917,163)	(917,163)
Net Expenditures	948,117	948,117	948,117

Totals may not add up due to rounding.

Human Resources (FTEs)

2014-15	2015-16	2016-17
17	17	17

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to be Achieved
Employees are engaged in maximizing client service.	Level of understanding of the Client Service Competency among PWGSC employees.	80%	31/03/2015

Planning Highlights

There is no significant variance in planned spending over the planning period.

PWGSC will:

- In order to improve our quality of services, lead the Department under the Client Service Strategy (CSS) in the development and implementation of service renewal initiatives. The CSS is based on six pillars: service standards; establishing and maintaining departmental service agreements with departments and agencies; service offerings; client relationship management; service culture; and satisfaction measurement.
- Continue to make progress toward our goal of building a common department-wide approach to client service management. As such, we will focus on three priorities: active employee engagement, continuous client engagement and integrated transformations.
- Move forward with the implementation of the draft TBS Service Policy that dovetails the CSS.
- In support of PWGSC's organizational priorities of ensuring sound stewardship and management excellence and delivering efficient and effective services, provide innovative and integrated managed service offerings to other government departments and agencies in order to lead the Government of Canada to be more efficient, seek savings and enhance services to citizens.
- Further develop a culture of service excellence and leadership among all employees through staffing, training, recognition and performance management.
- Continue to strengthen relationships with client organizations and central agencies through transformative service agreements and branding to position PWGSC as the leading organization in government-to-government services in Canada.
- Improve client satisfaction measurement and emphasize performance measurement as a means of continuous improvement.

Sub-Program 1.7.3: Government Information Services

This sub-program provides information to Canadians on Government of Canada programs and publications and supports the effectiveness of Government of Canada communications activities through the provision of: the Depository Services Program; Crown Copyright and Licensing; Government of Canada Publishing; Public Opinion Research Coordination; Advertising Coordination and Partnerships; The Canada Gazette; and Electronic Media Monitoring.

Budgetary Financial Resources (dollars)

	Planned Spending		
	2014-15	2015-16	2016-17
Gross Expenditures	28,519,332	23,519,332	23,519,332
Less Respondable Revenues	(3,758,785)	(3,758,785)	(3,758,785)
Net Expenditures	24,760,547	19,760,547	19,760,547

Totals may not add up due to rounding.

Human Resources (FTEs)

2014-15	2015-16	2016-17
124	122	122

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to be Achieved
Canadians have access to centralized Government of Canada information and federal organizations receive services to support the delivery of selected Government of Canada communications activities.	Percentage of communications information services meeting established performance targets.	80%	31/03/2015

Planning Highlights

The decrease in planned spending over the planning period is due to the conclusion of the Advertising Initiatives pilot program in 2014-15 in the amount of \$5M.

In support of PWGSC's organizational priority of ensuring sound stewardship and management excellence, we will:

- Introduce a technological solution to permit the electronic submission of Canada Gazette notices.
- Undertake a competitive tendering process to renew our contracting tools for public opinion research services thus enabling departments and agencies to obtain public opinion research services in an efficient and effective manner with qualified research firms, at predetermined prices, terms and conditions.
- Identify ways to streamline process and garner economies of scale in advertising purchases on behalf of the Government of Canada.

Sub-Program 1.7.4: Document Imaging Services

This sub-program provides document imaging and data capture solutions as cost-recovery service to federal organizations. The service consists of imaging processing, indexing and secure archiving of electronic records. The service is certified against CAN/CGSB-72.34-2005 for electronic records as documentary evidence and CAN/CGSB-72.11-93 Microfilm and Electronic Images as Documentary Evidence. Modernization of business processes through document imaging enabled services assists departments in reducing processing costs, improves service levels to citizens and unlocks corporate knowledge stored in paper archives for improved decision-making.

Budgetary Financial Resources (dollars)

	Planned Spending		
	2014-15	2015-16	2016-17
Gross Expenditures	10,017,470	10,217,820	10,422,175
Less Respondable Revenues	(9,086,649)	(9,268,383)	(9,453,750)
Net Expenditures	930,821	949,437	968,425

Totals may not add up due to rounding.

Human Resources (FTEs)

	2014-15	2015-16	2016-17
	100	100	100

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to be Achieved
Quality and efficient document imaging services.	Maintain Document Imaging Services fixed cost per page.	\$0.11	31/03/2015
	Reduce cost per page for Basic Imaging Services by 10%.	\$0.19	31/03/2015

Planning Highlights

There is no significant variance in planned spending over the planning period.

PWGSC will:

- Continue to provide departments and agencies with access to quality and efficient document imaging services, through the Document Imaging Services Sub-Program, allowing them to reduce the need to store large volumes of paper documents, reduce operational costs, and meet Library and Archives Canada program requirements.
- Continue to improve Document Imaging Services to increase cost-efficiency and help federal government departments and agencies reduce the need to store large volumes of paper documents and decrease their operational costs.
- Pursue the integration of GCDOCS, the Government of Canada enterprise record management solution, with our document imaging solutions.

Sub-Program 1.7.5: Shared Travel Services

This sub-program identifies PWGSC as responsible for providing government-wide common and standardized tools to simplify and efficiently manage and reduce the cost of government travel, as well as supporting enhanced transparency, accountability and financial reporting for government travel.

Budgetary Financial Resources (dollars)

	Planned Spending		
	2014-15	2015-16	2016-17
Gross Expenditures	7,900,693	7,900,693	7,900,693
Less Respondable Revenues	(7,336,008)	(7,336,008)	(7,336,008)
Net Expenditures	564,685	564,685	564,685

Totals may not add up due to rounding.

Human Resources (FTEs)

2014-15	2015-16	2016-17
40	39	39

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to be Achieved
Federal government employees use and are satisfied with the available travel services and tools.	Percentage client satisfaction.	78%	31/03/2015
The federal government has access to relevant and timely information about government travel.	Percentage GC entities adopting STS services.	85%	31/03/2015
	Percentage implementation of EMT in client departments processing travel claims.	80%	31/03/2015

Planning Highlights

There is no variance in planned spending over the planning period.

PWGSC will:

- Continue work to transition to the next generation of the Government of Canada (GC) “end-to-end” travel solution aimed at delivering value to the Government. Our objective is to provide high-quality travel services to GC employees within an integrated travel management system that enables departments to manage travel more efficiently and maintain the GC’s priority of transparency and accountability in the public sector. These services include travel cards, a travel call centre, an online booking tool, a travel authorization and expense management tool and reporting capabilities for all departments and agencies that choose to participate in STS. Key improvements that can be expected in the new travel management solution include: guaranteed lowest cost fares on-line, lower transaction fees compared to the previous solution, on-screen evaluation of travel alternatives and green options, to name a few.

Sub-Program 1.7.6: Central Relocation Services

This sub-program identifies PWGSC as responsible for managing a government-wide common service that oversees moving operations for the relocation of all federal government employees relocating, excluding DND and RCMP.

Budgetary Financial Resources (dollars)

	Planned Spending		
	2014-15	2015-16	2016-17
Gross Expenditures	9,828,000	10,065,000	10,337,000
Less Respondable Revenues	(9,828,000)	(10,116,000)	(10,414,000)
Net Expenditures	-	(51,000)	(77,000)

Totals may not add up due to rounding.

Human Resources (FTEs)

2014-15	2015-16	2016-17
7	6	6

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to be Achieved
Federal government employees are satisfied with the relocation services provided while respecting appropriate Treasury Board policies and directives.	Percent of client departments expressing a positive level of satisfaction with CRS services provided.	80%	31/03/2015

Planning Highlights

There is no significant variance in planned spending over the planning period.

PWGSC will:

- Conduct an annual assessment of client departments' satisfaction with services provided in our effort to maintain or increase client satisfaction. PWGSC's Central Relocation Services (CRS) is responsible for coordinating the re-location of household goods of federal government employees being re-located, excluding DND and RCMP. On average, 1,300 moves are handled each year. Elements of the CRS Client Service proposal include onsite inspections, assuring all relevant information is provided to employees related to the relocation process including limitations within the contract and inadmissible items to be shipped.
- Renew the multi-year household goods contracts. The overall objectives of the contract renewals are to reduce the re-location expenses paid to the moving contractors, reduce the Government of Canada internal administrative costs, and ensure a consistent level of service to employees being re-located while adhering to changes to laws related to the transportation industry. Once the new contracts are issued, CRS will monitor contractor compliance and may amend the contracts as necessary.

Sub-Program 1.7.7: Shared Services Integration

This sub-program provides shared corporate administrative support services, on a cost recovery basis, to achieve efficiencies for client federal organizations. Shared Services Integration (SSI) reduces the number of administrative IT systems across government, and purchases, creates, modifies and maintains common GC versions of products, eliminating duplication in individual departments and allowing them to focus resources on key programs. SSI provides the full range of HR services and expertise to small federal departments and agencies therefore reducing overall investment and risk by government on HR activities.

Budgetary Financial Resources (dollars)

	Planned Spending		
	2014-15	2015-16	2016-17
Gross Expenditures	33,362,362	33,362,362	33,362,362
Less Respondable Revenues	(31,772,746)	(31,772,746)	(31,772,746)
Net Expenditures	1,589,616	1,589,616	1,589,616

Totals may not add up due to rounding.

Human Resources (FTEs)

2014-15	2015-16	2016-17
125	135	135

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to be Achieved
On behalf of Canadians, sound stewardship of administrative systems and services meet program needs of federal institutions.	Percentage of clients satisfied overall with system cluster services provided by SSI.	90%	31/03/2015
	Percentage of clients satisfied overall with HR services provided by SSI.	90%	31/03/2015

Planning Highlights

There is no variance in planned spending over the planning period. The planned increase in FTEs is due to an increase in the number of services to the Government of Canada as a whole.

PWGSC will:

- Continue to develop Centres of Excellence in collaboration with Central Agencies to ensure the alignment of federal departments with the Government's transformation initiatives in HR, Finance and electronic record keeping.
- Continue to partner with client organizations to facilitate the roll-out of GCDOCS throughout the government and develop innovative solutions, such as the Shared Case Management Solution.
- Continue to provide corporate administrative support services on a cost-recovery basis to departments and agencies.

Sub-Program 1.7.8: Ministers' Regional Offices

This sub-program facilitates administrative efficiency and public access by supporting all Federal Cabinet Ministers and their officials through the provision of secure regional offices and administrative support, which enables them to conduct Government of Canada business outside the National Capital Region.

Budgetary Financial Resources (dollars)

	Planned Spending		
	2014-15	2015-16	2016-17
Gross Expenditures	2,420,349	2,420,349	2,420,349
Less Respendable Revenues	-	-	-
Net Expenditures	2,420,349	2,420,349	2,420,349

Totals may not add up due to rounding.

Human Resources (FTEs)

2014-15	2015-16	2016-17
37	37	37

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to be Achieved
Federal Cabinet Ministers and their officials receive cost effective services to conduct Government of Canada business outside of the National Capital Region.	Annual operational cost of MROs per client served.	≤ \$149	31/03/2015

Planning Highlights

There is no variance in planned spending over the planning period.

PWGSC will:

- Continue to provide Federal Cabinet Ministers with secure shared accommodations and administrative services through offices located across Canada, enabling them to serve Canadians and conduct Government of Canada business outside of the National Capital Region.
- Continue efforts to optimize efficiencies in delivering these services in their work with Canadians in the regions, while maintaining quality services to clients.

Program 1.8: Procurement Ombudsman

This program, operating at arm's length from the government, reviews procurement practices across federal departments and agencies, investigates complaints from suppliers regarding the award and administration of contracts for goods and services, and ensures the provision of alternative dispute resolution services for existing contracts. This program helps to promote fairness, openness and transparency in the federal procurement process.

Budgetary Financial Resources (dollars)

	Total Budgetary Expenditures (Main Estimates)	Planned Spending			
		2014-15	2014-15	2015-16	2016-17
Gross Expenditures	4,103,650	4,103,650	4,103,650	4,103,650	4,103,650
Less Respondable Revenues	-	-	-	-	-
Net Expenditures	4,103,650	4,103,650	4,103,650	4,103,650	4,103,650

Totals may not add up due to rounding.

Human Resources (FTEs)

2014-15	2015-16	2016-17
30	30	30

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to be Achieved
Increased awareness of fairness, openness and transparency in federal procurement practices.	Percentage of formal complaints, requests for alternative dispute resolution services and procurement practice reviews addressed within the timelines stipulated in the Procurement Ombudsman Regulations.	100%	31/03/2015
	Percentage of all inquiries and complaints addressed by the provision of information, referrals to appropriate authorities and facilitation.	100%	31/03/2015

Planning Highlights

There is no variance in planned spending over the planning period.

The Office of the Procurement Ombudsman (OPO) will:

- Continue to benefit Canadians by providing Canadian suppliers, in particular small and medium-sized enterprises, an avenue to help resolve issues they are experiencing with federal procurement.
- Continue to enhance the Office's outreach program to further increase awareness of the OPO role and services, and share procurement-related information with all federal procurement stakeholders, in particular Canadian suppliers.
- Produce an Annual Report summarizing the activities of the Office and raising awareness of procurement issues.

See the [Office of the Procurement Ombudsman](#) for more details.^{xxi}

Sub-Program 1.8.1: Review of Procurement Practices

This sub-program allows for an independent third party review of systemic issues in government-wide procurement practices, and makes recommendations in support of fairness, openness and transparency in federal procurement. This sub-program helps promote the integrity, transparency and accountability of the government's procurement activities.

Budgetary Financial Resources (dollars)

	Planned Spending		
	2014-15	2015-16	2016-17
Gross Expenditures	2,149,220	2,149,220	2,149,220
Less Respendable Revenues	-	-	-
Net Expenditures	2,149,220	2,149,220	2,149,220

Totals may not add up due to rounding.

Human Resources (FTEs)

2014-15	2015-16	2016-17
15	15	15

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to be Achieved
Federal organizations receive impartial, relevant and achievable recommendations.	Percentage of departments, whose practices were reviewed, that have taken action in response to recommendations.	100%	31/03/2015

Planning Highlights

There is no variance in planned spending over the planning period.

The Office of the Procurement Ombudsman will:

- Continue to monitor issues and work with its External Advisory Committee to ensure review topics address the main concerns and systemic issues in federal procurement.
- Work collaboratively with departments and agencies, in reviewing their procurement practices to assess their fairness, openness and transparency and make recommendations for improvements.

Sub-Program 1.8.2: Supplier Complaints

This sub-program helps ensure that complaints regarding the award and administration of contracts are addressed in a helpful and timely manner by a knowledgeable and independent third-party. It also ensures the provision of facilitation and dispute resolution services which can provide a timely and cost-effective process for the resolution of contract disputes.

Budgetary Financial Resources (dollars)

	Planned Spending		
	2014-15	2015-16	2016-17
Gross Expenditures	1,954,430	1,954,430	1,954,430
Less Respendable Revenues	-	-	-
Net Expenditures	1,954,430	1,954,430	1,954,430

Totals may not add up due to rounding.

Human Resources (FTEs)

2014-15	2015-16	2016-17
15	15	15

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to be Achieved
Complaints and contacts addressed in a timely manner.	Percentage of complaints addressed within the timelines stipulated in the Regulations.	100%	31/03/2015

Planning Highlights

There is no variance in planned spending over the planning period.

The Office of the Procurement Ombudsman will:

- Provide an independent and neutral avenue to address complaints from suppliers regarding the award or administration of federal contracts.
- Offer dispute resolution services to suppliers and departments, providing a timely, neutral and cost-effective option over potentially lengthy and expensive litigation.

Program 1.9: Internal Services

Internal Services are groups of related activities and resources that are administered to support the needs of programs and other corporate obligations of an organization. These groups are: Management and Oversight Services; Communications Services; Legal Services; Human Resources Management Services; Financial Management Services; Information Management Services; Information Technology Services; Real Property Services; Materiel Services; Acquisition Services; and Other Administrative Services. Internal Services include only those activities and resources that apply across an organization and not to those provided specifically to a program.

Budgetary Financial Resources (dollars)

	Total Budgetary Expenditures (Main Estimates)	Planned Spending			
		2014-15	2014-15	2015-16	2016-17
Gross Expenditures	380,620,536	380,620,536	369,512,653	367,223,760	
Less Respondable Revenues	(179,493,986)	(179,493,986)	(169,774,312)	(169,327,718)	
Net Expenditures	201,126,550	201,126,550	199,738,341	197,896,042	

Totals may not add up due to rounding.

Human Resources (FTEs)

2014-15	2015-16	2016-17
2,527	2,497	2,412

Planning Highlights

The decrease in planned spending over the planning period is primarily due to the following: projected reduction in communications services to be provided to other branches of the department; the transfer of human resources funding and employees to Miramichi, New Brunswick as part of the Consolidation of Pay Services Project; and the expiry of a service agreement between PWGSC and Shared Services Canada (SSC) for financial system services.

Stewardship and Finance

PWGSC will:

- Continue to implement sound financial management through strengthened financial accountability to ensure optimal use of departmental resources by continuing the implementation of a number of initiatives such as the Budget Management Excellence, Internal control over Financial Reporting, and the Departmental Integrated Investment Plan.
- Improve efficiency of operations and enhance decision-making for all stakeholders, including Shared Services Canada, to whom system services are provided on a cost recovery basis.
- Provide strong financial leadership and oversight over the implementation of approved budget savings measures.
- Ensure sound stewardship and management excellence by remaining committed to effective resource planning and workforce management, while continuing to build on lessons learned and share best practices across the public service.

Departmental Oversight

PWGSC will:

- Continue to provide the Minister and Deputy Minister with assurance that departmental operations are being carried out with integrity, due diligence and transparency, in accordance with established legislation, regulations, policies and practices.
- Continue to administer the *Public Servants Disclosure Protection Act*, which encourages public servants to report wrongdoing in the workplace. By responding to these reports, Internal Disclosure will continue to play a role in ensuring the well-being and integrity of the operations of the department.
- Consolidate the Corporate Security function with the Emergency Preparedness function to leverage synergies between these two functions. This will improve the coordination of security operations within the department. PWGSC will continue to provide services that ensure the protection of departmental personnel, information and assets. We will conduct administrative investigations and review procurement award practices through our Special Investigations Directorate in response to allegations of wrongdoing, impropriety, mismanagement and other irregularities in PWGSC.
- Contribute to the integrity and effectiveness of departmental operations by delivering independent and credible internal audits that provide reasonable assurance on the effectiveness and adequacy of risk management, controls and governance processes. We will deliver neutral evaluations on the relevance and performance of departmental programs,

policies and initiatives and continue to play an important role in supporting the Deputy Minister in discharging her responsibilities as Accounting Officer.

Communications

PWGSC will:

- Continue to provide external and internal communications strategic advice, support and services to the department's business lines and the senior executive offices (deputies' and Minister's offices) and to serve as the focal point for the flow of strategic and operational communications to advance departmental and governmental priorities.
- Pursue the work of improving and leveraging the departmental Web presence and social media tools to promote departmental priorities to our audiences and provide an informal human voice for the department.
- Strengthen our risk management practices to ensure that risks are fully integrated into decision-making through improved risk identification and implementation of mitigations strategies based on stronger linkages between the various sources of information.

Human Resources

PWGSC will:

- Remain focused on strengthening workforce capacity to meet departmental needs and creating a sustainable, healthy workplace to position the Department for the future.
- Continue to support active employee engagement as per the Client Service Strategy. The Client Service Competency will be extended to performance management and other HR processes.

Information Technology Services

PWGSC will:

- Provide better advice to clients in the use of technology, and, in turn, improve services to departmental clients, thus allowing us to more effectively develop plans and approaches to maximize the value of technology in support of the departmental client service strategy.
- Pursue opportunities to leverage new and emerging IM/IT technologies and strategic sourcing for service improvement, collaboration and efficiencies, in support of our efforts to modernize how our operations run and how our services are delivered.
- Establish a standards-based, transparent, and departmental-wide approach to the management of IM/IT that ensures cost-effective and efficient IM/IT solutions, and IM/IT investment decisions that are aligned with departmental and GC priorities.
- Maintain progress in the rationalization of PWGSC's IT Application Portfolio, creating economies of scale, reducing operational costs and aging IT-related risks to the operations of the Department, while at the same time providing for the necessary levels of process and information integration required in support of PWGSC Service Transformation Initiative.

Corporate Services

PWGSC will:

- Enhance Information Management practices to support effective decision making, facilitate knowledge retention and enable better delivery of PWGSC services and programs.
- Implement a new records management Service Delivery Model comprised of a Centre of Expertise and Branch Operations Model, to focus on record keeping obligations and internal promotion of good record keeping practices, thus ensuring that departmental employees have timely access to information resources with business value and clear guidelines and instructions with regards to the life cycle management of their information.

Access to Information and Privacy

PWGSC will:

- Respond to Access to Information (ATI) requests on time, and consistently continue to provide training and support for ATIP liaison officers and employees in the Department.
- Continue to increase awareness of departmental employees concerning the requirements to comply with the provisions of the *Privacy Act*.
- Participate in a pilot program called 'Buy-On line' which will facilitate on-line payment of the filing fee for ATIP requests, and improve the quality of service.

Sustainable Development

PWGSC will:

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- Participate in the 2013-16 Federal Sustainable Development Strategy (FSDS) and contribute to the following Theme IV goal areas:
 - Green procurement (including Green Travel)
 - Sustainable workplace operations

Additional details on PWGSC's activities can be found in the [Greening Government Operations Supplementary Information Table^{xxii}](#).

Section III: Supplementary Information

Future-Oriented Statement of Operations

The future-oriented condensed statement of operations presented in this subsection is intended to serve as a general overview of the Department of Public Works and Government Services Canada's (PWGSC) operations. The forecasted financial information on expenses and revenues are prepared on an accrual accounting basis to strengthen accountability, and to improve transparency and financial management.

As the future-oriented statement of operations is prepared on an accrual accounting basis, and the forecast and planned spending amounts presented in other sections of this report are prepared on an expenditure basis, amounts differ.

A more detailed future-oriented statement of operations and associated notes, including a reconciliation of the net costs of operations to the requested authorities, can be found on PWGSC's website^{xxiii}.

Future-Oriented Condensed Statement of Operations for the Year Ended March 31 (million dollars)

Financial Information	Estimated Results 2013-14	Planned Results 2014-15	Change
Total expenses	5,164.9	4,776.2	(388.7)
Total revenues	2,722.7	2,492.2	(230.5)
Net cost of operations	2,442.2	2,284.0	(158.2)

The decrease of \$388.7 million in 2014-15 Planned Expenses, when compared to the 2013-14 Estimated Expenses, is mainly attributable to:

- **a decrease of \$235.0 million** due to the completion of new office buildings and a reduction in demand from other government departments for accommodation and real property services;
- **a decrease in business volume of \$71.0 million** due to the completion of the remediation and future land use of the Sydney Tar Ponds Coke Ovens Remediation Project;
- **a decrease of \$57.2 million** in expenses due to savings identified as part of Budget 2012 generated from operating efficiencies and improving productivity;

The reduction of \$230.5 million in 2014-15 Planned Revenues when compared to 2013-14 Estimated Revenues is mainly attributable to:

- **a decrease of \$131.0 million**, as PWGSC's revenues and expenses are closely correlated, this revenue reduction is due to a reduction in demand from other government departments for accommodation and real property services;
- **a decrease of \$44.0 million** due to the completion of the Pension Modernization and Centralization projects;
- **a decrease of \$25.0 million** due to the reduction in services provided to other departments;

- a decrease of \$10.8 million due to the Direct Deposit Initiative which has resulted in a reduction in the related fees charged to other departments for the issuance of cheques and related postage.

Net Cost of Operations vs Net Planned Spending

Reporting of financial authorities, which is primarily based on cash flow requirements, does not reflect reporting of the Future-Oriented Net Cost of Operations, which is on an accrual basis. The difference in the types of reporting may be summarized and explained as follows:



- 1) **Acquisition of Capital Assets of \$830.3 million:** Acquisitions of capital assets are funded through parliamentary authorities. However, only the value of their annual amortization expense will be captured in the Net Cost of Operations.
- 2) **Management Estimates and Obligations of \$450.2 million** are mainly related to:
 - an amount of \$559.3 million for the amortization expense of tangible capital assets which does not require the use of funds;
 - services provided without charge, in the amount of \$66.5 million, that are accounted for in this statement. The Department receives these services from other government departments for legal services, employer's contribution to the health and dental insurance plans and workers' compensation coverage; and
 - partially offset by an obligation of \$144.7 million for existing capital leases, thus reducing financial liabilities.

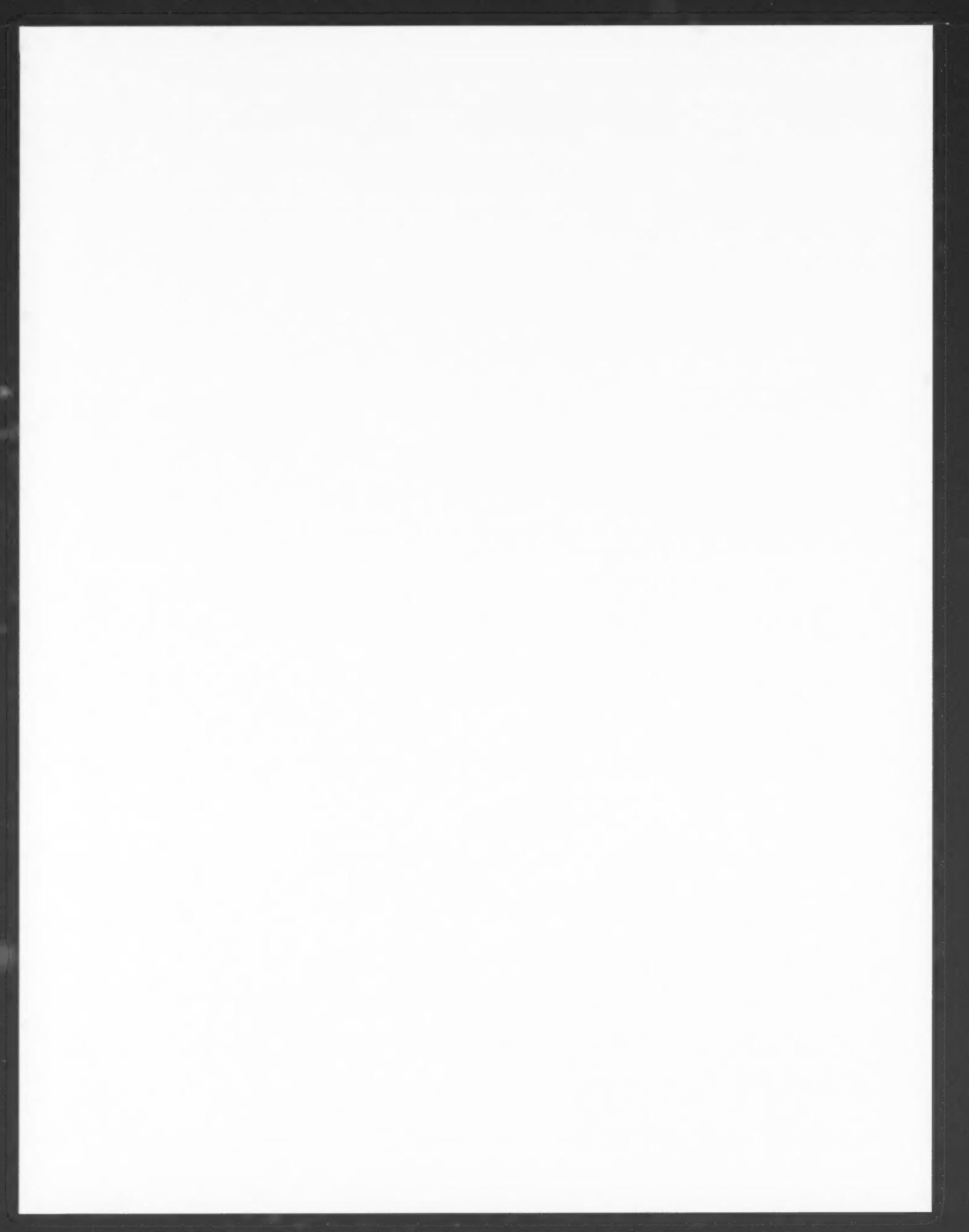
List of Supplementary Information Tables

The supplementary information tables listed in the 2014-15 Report on Plans and Priorities can be found on [PWGSC's website](#).^{xxiv}

- Details on Transfer Payment Programs;
- Greening Government Operations;
- Upcoming Internal Audits and Evaluations over the next three fiscal years; and
- Status Report on Transformational and Major Crown Projects.

Tax Expenditures and Evaluations

The tax system can be used to achieve public policy objectives through the application of special measures such as low tax rates, exemptions, deductions, deferrals and credits. The Department of Finance publishes cost estimates and projections for these measures annually in the *Tax Expenditures and Evaluations*^{xxv} publication. The tax measures presented in the Tax Expenditures and Evaluations publication are the sole responsibility of the Minister of Finance.



Section IV: Organizational Contact Information

General Inquiries

For more information on programs and services of Public Works and Government Services Canada, please communicate with:

Public Works and Government Services Canada
11 Laurier Street, PDP III
Gatineau, Quebec K1A 0S5
Canada

ATTN: General Enquiry Website: <http://www.tpsgc-pwgsc.gc.ca/comm/index-eng.html>

E-mail – General Inquiries: questions@tpsgc-pwgsc.gc.ca

Toll-free number for hearing-impaired person: 1-800-926-9105



Endnotes

ⁱ Treasury Board Secretariat Estimates Publications and Appropriation Acts, <http://publiservice.tbs-sct.gc.ca/cms-sgd/csp-pbc/csp-pbc-eng.asp>

ⁱⁱ Selected Departmental Performance Reports for 2008-09 – Department of Industry, Department of Transport. Report of the Standing Committee on Public Accounts, September 2010, <http://www.parl.gc.ca/HousePublications/Publication.aspx?Mode=1&Parl=40&Ses=3&Language=E&DocId=4653561&File=0>

ⁱⁱⁱ Strengthening Parliamentary Scrutiny of Estimates and Supply. Report of the Standing Committee on Government and Operations Estimates, June 2012, <http://www.parl.gc.ca/HousePublications/Publication.aspx?DocId=5690996&Language=E&Mode=1&Parl=41&Ses=1>

^{iv} Whole-of-government framework, <http://publiservice.tbs-sct.gc.ca/ppg-cpr/frame-cadre-eng.aspx>

^v Directory of Federal Real Property, <http://www.tbs-sct.gc.ca/dfrp-rbif/home-accueil-eng.aspx>

^{vi} PWGSC @ Your Service: Our Services, Standards and Results 2013-2014, <http://www.tpsgc-pwgsc.gc.ca/scs/nsnnmr-ossr/2013-2014/tdm-toc-eng.html>

^{vii} Whole-of-government framework, <http://www.tbs-sct.gc.ca/ppg-cpr/frame-cadre-eng.aspx>

^{viii} 2014-15 Main Estimates, <http://www.tbs-sct.gc.ca/cms-sgd/csp-pbc/csp-pbc-eng.asp>

^{ix} Federal Sustainable Development Strategy, <http://www.tpsgc-pwgsc.gc.ca/ecologisation-greening/publications/renouvelable-sustainable-eng.html>

^x Sustainable Development, <http://www.ec.gc.ca/dd-sd/Default.asp?lang=En&n=C2844D2D-1>

^{xi} Public Works and Government Services Canada, <http://www.tpsgc-pwgsc.gc.ca/ecologisation-greening/publications/cntsrdv-cntsstdy-eng.html>

^{xii} Rehabilitation of the West Block, <http://www.tpsgc-pwgsc.gc.ca/collineduparlement-parliamenthill/batir-building/ouest-west/co-wb-eng.html>

^{xiii} Visitor Welcome Centre, <http://www.tpsgc-pwgsc.gc.ca/collineduparlement-parliamenthill/batir-building/ouest-west/ccav-cvvc-phasel-eng.html>

^{xiv} Rehabilitation of the Sir John A. Macdonald Building, <http://www.tpsgc-pwgsc.gc.ca/collineduparlement-parliamenthill/batir-building/mod-sjam-eng.html>

^{xv} Rehabilitation of the Wellington Building, <http://www.tpsgc-pwgsc.gc.ca/collineduparlement-parliamenthill/batir-building/mod-wellington-eng.html>

^{xvi} Government Conference Centre, <http://www.tpsgc-pwgsc.gc.ca/collineduparlement-parliamenthill/batir-building/conference-eng.html>

^{xvii} Rehabilitation of the East Block, <http://www.tpsgc-pwgsc.gc.ca/collineduparlement-parliamenthill/batir-building/est-east/dfecst-castblk-eng.html>

^{xviii} Centre Block, <http://www.tpsgc-pwgsc.gc.ca/collineduparlement-parliamenthill/batir-building/centre-eng.html>

^{xix} Rehabilitation of the Confederation Building, <http://www.tpsgc-pwgsc.gc.ca/collineduparlement-parliamenthill/batir-building/mod-confederation-eng.html>

^{xx} The Grounds, <http://www.tpsgc-pwgsc.gc.ca/collineduparlement-parliamenthill/batir-building/trrms-grnds-eng.html>

^{xxi} The Office of the Procurement Ombudsman, <http://opo-boa.gc.ca>

^{xxii} PWGSC Reports, <http://www.tpsgc-pwgsc.gc.ca/rapports-reports/rpp/index-eng.html>

^{xxiii} PWGSC Reports, <http://www.tpsgc-pwgsc.gc.ca/rapports-reports/rpp/index-cng.html>

^{xxiv} Public Works and Government Services Canada, <http://www.tpsgc-pwgsc.gc.ca/rapports-reports/rpp/index-eng.html>

^{xxv} Tax Expenditures and Evaluations, <http://www.fin.gc.ca/purl/taxexp-eng.asp>